



Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

Role of Participative Decision–Making in Improving Employees’ Commitment towards Organizational Goal: the Case of Selected District of Hidasie Telecom Share Company.

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A thesis submitted to the Department of Public Administration and Development Management of Addis Ababa University in partial Fulfilment of the requirements for the Degree of Masters in Public Management and Policy (MPMP).

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This is to certify that the thesis prepared by **Anteneh Agar Desalkegn** entitled “**The Role of Participative Decision –Making in Improving Employees Commitment towards Organizational Goal: the case of Selected District of Hidasie Telecom.**”

Which is submitted in partial fulfillment of the requirements for the degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all source of materials used for the thesis have been duly acknowledged.

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Acronyms

PM- Participative management.

PDM- Participative decision making.

EM- Employees commitment.

EP- Employees Participation

HT- Hidasie Telecom

EEPDM- Extent of participation in decision making.

MPDM- Mechanism employed by management to participation in decision making.

ChPDM- challenge associated with participation in decision making.

EfPDM – Effect of participative decision making on employees commitment.

HR- Human resource.

HRM- Human resource management.

CBN- Collective bargaining negotiations.

Abstract

This study aims to assessing the role of participation in decision making in improving employees commitment in the case of selected district of Hidasie Telecom Share Company. More particularly, it is aims at mapping out the extent of participation in decision making process and to identify the mechanism employed by the management to ensure employed participation and examine the effect of employees' participation on their commitment. It also aims to investigate challenges associated with employees' participation in decision making. A questionnaire related to employees' participation in decision making and employees' commitment was administered and, categorized into five part, which are demographic information, extent of employees' participation in decision making, mechanism employed by management to ensure participation in decision making, challenges associated with participation in decision making and effect of participative decision making in improving employees commitment. The results revealed that the extent of participation in decision making in HT was below moderate. The mechanism employed by management to ensure participation in decision making is moderate. It was also noted that main challenges associated with participation in decision making are the following; lack of management commitment to participate, managers' belief that decision making is there sole responsibility and the concern of managers of their power and authority is weakened. More over the study found that the effect of participation in decision making on employees commitment was very high. The finding also suggested that extent and mechanism participation in decision making have strong and positive relationship with employees' commitment. Whereas the challenge of participation in decision making have strong and negative relationship with employees commitment. Finally, it has recommended that better Extent and mechanism of employees' participation and the avoidance of challenges associated with participation in decision making would continue to improve the commitment of employees towards organizational goal.

Keywords:-Decision making, employees' participation, employees' commitment, Hidasie Telecom

Chapter One: An Introduction

1.1. Background Of the Study

In today's rapidly changing environment and intense competition, business Companies are forced to seek ways to be more flexible, adaptive and competitive as well as discovering that people really are the most important asset (David,2005). Success depends on involving the employee's entire capacity to generate new ideas and ways of working to outsmart the competitions. Participative decision making is one of important aspect of organizational life to achieve increased organizational effectiveness and employee's commitment towards organizational goals. Participative decision making is a classical concept in modern business administration (Wilkinson, 1988). It's described in a variety of ways but generally define as when employees fully invest emotionally, mentally and physically so they focus on achieving the organizational goals. In order to meet organizational goals and improve its effectiveness, efficiency and productivity, the management of any organization should involve all stakeholders in the running of a business. Stakeholders refer to any person that has an interest (stake) in a business, or any person who can be affected directly or indirectly by the activities of an organization (Faure and De Villiers, 2004). In this regard, Shelley (2000) adds that a stakeholder is any person or group of person that have or claim Ownership right or in an organization and its activities. Moriarty(2010) define more specifically stakeholders are employees, internal teams, customers, vendors, suppliers and even members of the surrounding community or local economy who are affected by business decisions.

Involving all stakeholders in the running of a business is an extension of the principle of democracy in the work place. This is often referred to as industrial or work place democracy (Davis and Lansbury, 1992; Lessing, Schepers and Valoyi, 2000). Industrial democracy is the extent to which employees influence the outcome of organizational decision(Nel, Kirsten, Swanepoel, Erasmus and Jordaan ,2016); from the above definition, one can rightly sate that industrial democracy is a situation in which management and employees jointly participate in the decision making process in order to jointly regulate the workplace and its management.

Employee participation in decision – making is a process of involving and empowerment of employee in order to use their input towards achieving higher individual and organizational performance .Involvement refers to the employees’ participation in decision making and problem solving, and increased autonomy in work processes. As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Employee participation is management initiatives are given the opportunity to discuss issues relating to their work to influence managerial decisions, but management reserves the right to govern. Employee participation in decision making has various aim including; to increasing motivation and commitment in employee; to channel their interests and knowledge and skills to improve processes; to consider their interests and keep them informed of the organizations activities and position. In order to achieve these aims a diverse range of techniques are being used, including consultation committees, suggestion schemes, certain forms of team working, newsletters and briefings (Gifford, Nealthy, Loukas, 2005).Participation in decision making is the most important organization characteristic that influence not only employee productivity, job satisfaction and motivation but also for success of organization goals (Bhatti,2013).

The participation of employees in decision making can help in many ways to the organizations including enhancing and generating creativity changes in behaviors at works; work force commitment and in organizational decision making process. In many cases, managers are encounters to allow a high degree of employee participation and autonomy to increase work force commitment. In general the employee participation in decision making should be an important step to improve employee commitment towards organizational goals.

The reason why I chose this topic is that nowadays almost all organization relies on employees for success and competitiveness. Consequently, organization needs to figure out strategies how to involve employees in decision-making and enhance the commitment of employee for good performance of organization. In respect, employee participation has come to play an indispensable role in helping organization to reach its goals.

Therefore it is important that this research will be conducted to understand experience and perception of employee participation in decision making, So that the commitment of employee towards organizational goals could be built up. Especially it is important for managers and employee to understand that participation plan is the key determinant of an employee commitment for organization success or failure of goal. If the employees do not participate in the decision- making process of organization activities, they are likely to be unwilling to take (own) an active part. To conclude, this topic would be interesting and meaningful for any organization because employee participation in decision-making has a significant relationship with employee commitment.

1.2. Brief background of Hidasie Telecom.

Hidasie Telecom Share Company was established on 10th August 2011 by the comprehensive help of the government with a view to providing job security for those workers laid off following the structural adjustment applied in Ethio Telecom. According to the annual report of 2012/2013 of Hidasie Telecom Share company following the decision of the government made to apply new structural change on the Ethiopian Telecommunications Corporation with a view to coming up with a better service in the telecom sector, a new structural organization was put in place. This in turn resulted in nearly 4,000 workers to be laid off; out of these 1,000 were early retired and the remaining was laid off. At the beginning of the establishment, Hidasie Telecom faced a number of ups and downs to bring commitment, unity and sense of fraternity in all concerned management and employees.

The share company engaged in the business with a capital standing at birr 74,665,700.00 by 2508 shareholders. According to external Auditors' report (October 31, 2017) currently the share capital of company is 245,262,629.00 and the total assets of the company is reached birr 3,170,507,508.00. Hidasie Telecom S.C. is undertaking a universal access support services such as Voucher card, SIM card, Mobile handset, Solar lights sales and Bill collection, Cable network installation, Garage services for Ethio Telecom vehicles and Cleaning services. The company's annual sales turnover grows to an average of Birr 12.5 billion in the year 2016/17 and the company covers above 40% of the total market share of the country in selling the voucher cards.

Currently the company has started agent banking with government and private commercial banks, secondary telecom installation with ethio telecom, provide to ethio telecom wireless phone sets and generate huge amount of income. The company also underway to start mobile and solar lights assembly factories. More than 58% of the employees are shareholders as well as employee of the company (Annual report 2016/17 of the Company).

The share company's head quarter is located about 1.5 kms from center to south of Addis Ababa, on Addis to Debrezeit Road, in Kirkos Sub city, in former Tele Garage. Currently the company operates in all parts of the country. It has 3 district offices in Addis Ababa and 9 district offices out of Addis Ababa in Adama, Hawassa, Bahir Dar, Dire Dawa, Jimma, Nekemt, Dessie and Mekele, Jijjiga regional cities, strategically located in different parts of the country. There are 113 area offices at zonal level and more than 750 outlets under these areas offices. At the moment Hidasie Telecom Share Company is very attractive company in the country through its coverage and profitability because of that many foreign and local company are inter partnership agreements to work with HT (Annual report 2016/17 of the Company).

1.3. Statement of the Problem

Many organizations have experienced the lack of commitment by employees towards implementation of decision taken by the top management which undoubtedly has serious repercussions on organization goal success (Abdulai and Shafiwu, 2014). Employee participation in decision making is important for an organization, as its help organizations make sure employee are working hard or committed to contribute to accomplishing the organization goal. Employee participation in decision making sets expectations for motivates employee to work hard in ways that is expected by the organizations. Consequently, improving employee commitment by using employee participation plan is a way to improve organization goals.

The problem in this regard mainly lies on the fact that employee participation in decision making has not been clearly understand as well as its role and the impact it have on employeecommitment/ attitude. Most of the managers/organization feel that the decision making process is their sole privilege and as such should be protected. Ireffin and Ali, (2014) in their study emphases the criticality of participative decision making in

enhancing employees commitment, they said that ,management fail to understand why employees are not committed to the organizational goal even though they have proactivity implemented fair compensation policies and human resource (HR) practices to motivate and retain them. It can be costly if employees are not committed in their jobs, and if the lack the motivation to exercise their full potentials.

This research seeks to investigate whether allowing employee participation in decision – making has an influence on employees’ commitment and finding the result of not allowing employees to participate in decision making process and measures to address them.

Even though a lot of research have been done with respect to employee commitment and motivation factors in HRM, as far as knowledge of this researcher is concerned, no comprehensive research have been conducted on the role of employee participation in decision-making to improve employee commitment towards organizational goals in this country. Therefore the purpose of this study is to find the role of employees’ participation to improve commitment of employee towards organizational goals and fill the gap that currently exists in the area of employee participation in decision making.

1.4. Research questions

Based on the statement of the problem the study sought to give answer to the following research questions;

1. To what extent do employees participate in decision-making process in Hidasie Telecom Share Company?
2. What mechanisms are employed by the management of Hidasie Telecom Share Company to ensure employees’ participation in decision- making process?
3. What are effects of employees’ participation in decision-making on their commitment towards organizational goal?
4. What are the challenges associated with employees’ participation in decision-making?

1.5. Objective of the Study. purpose

1.5.1 General objective of the study

The main Objective of this study is to assess the role of employees' participation in decision making to improve employees' commitment towards organizational goals in selected Districts of Hidasie Telecom Share Company as case study.

1.5.2 Specific Objectives of the study.

The specific objectives of the study are;

1. To find out the extent of employees participation in decision making process in Hidasie Telecom Share Company.
2. To assess the mechanisms employed by the management of Hidasie Telecom Share Company to ensure employees participation in decision making process.
3. To examine the effect of employees participation in decision making on their commitment towards organizational goals.
4. To investigate challenges associated with employees' participation in decision making.

1.6. Significance of the study

This study significantly helps specially the following body or groups;

Policy Makers:-The finding of this study will assist the policy makers, especially with in the Ministry of labor and social affairs, to look seriously at participative decision making and maybe prepare for revising labor proclamation Number377/03, have not incorporated employee participation in decision making. It is a gap which needs attention by policy makers (Redae, M., 2013).

Scholars:-scholars will gain knowledge on the role of participative decision making in improving commitment towards organizational goal. They also acquire the factors affect participation in decision making in the like organizations. The finding of this study also helps scholars to develop various theories and while, employees' participation in decision making have not been conducted as to the knowledge of the researcher in Ethiopia, thus this study adds to the literature and use this study for further research.

Organizations/Companies:- As the employees' participation in decision making in important aspects of any organization, this study provide practical benefits for organization that attempt to introduce direct and indirect participation decision making. The study also provide a better understanding of the factors that influence the effectiveness of participative decision making and the role and contributions of employers and employees to participative decision making processes. Generally the findings of this study significantly help any organization to minimize dissatisfaction, inefficiency and unproductively and will improve employees' commitment and organizational profitability

1.7. Scope of the Study

The study aims to assess the role of employees' participation in decision making in improve employees' commitment in the Hidasie Telecom. Hence an attempt was made to find out the extent of employees participation in decision making and to assess the mechanism employed by management of organization and the challenges associated with participative decision making and examine the effect of participative decision making on employees commitment. Even though Hidasie Telecom Share Company has 12 District offices, the study is limited to three districts found in Addis Ababa. (North Addis Ababa District, South Addis Ababa district and West Addis Ababa district).

1.8. Limitation of the study

The researcher faced the following limitations; the major limitation for this study was that the researcher couldn't find empirical studies in the areas of participative decision making in Ethiopian context, for the reason literature review part of the study was not rich enough with cases from Ethiopian scenario. With respect to this, since the practice of employees' participative decision making was not widely known in the country the researcher can't found the published and unpublished documents and books. The other limitation researcher face was, some of the respondent, especially Sales person and supervisors were busy and they were creating delayed by giving appointment for different reason .This limitation made the researcher take more time than planned before for data collection.

1.9. Organization of study

This study is oriented towards the " The role of participative decision making in improving employees commitment towards organizational goal: a case of selected district of Hidasie Telecom". This research study is constituted by five chapters:

Chapter one includes: introduction, Statement of problem, Objective of the study, significance of the study, scope of the study and limitation of the study; The Brief background of Hidasie Telecom and Organization of the study.

Chapter Two discusses the major concepts included in the topic .Those concepts are: participation concepts, decision-making concepts, and employees' commitment. It will attempt to discuss the concepts by focusing on key elements such as the meaning, reason, forms or types and other related to these. Describes the different studies which have been carried out on employee participation in decision-making. It starts by reviewing the studies achieved on employee participation in decision-making in the general context, and then highlights research studies specifically conducted on employee participation in decision-making in public enterprises.

Chapter Three, on the one hand, outlines the research methodology and procedure used in this study, and on the other hand, clarifies the source and types of data collection instruments, and discusses validity and reliability issues. Finally, it describes the data analysis methods used in this research and ethical consideration.

The Fourth Chapter is namely the presentation, analysis and interpretation, it is carefully diagnosed the data collected through questionnaire, interview and document analysis.

The Fifth Chapter is dedicated to summary of findings, conclusions and recommendations by the researcher based on the outcomes the overall study.

Chapter Two: Literature Review

2.1 Introduction

This Chapter introduces us to the literature review of the area of study which is the role of participative decision making in improving employees commitment towards organizational goal. Frist it present the concept and theories supporting, the study and followed by a review of the empirical studies conducted by research on participative decision making and finally the conceptual framework developed based on the literature reviewed.

2.2. Concept of Decision making

Store and Freeman (1984), define decision making as “the process of identifying and selecting a course of action to solve a particular problem.” Moorhead and Griffin, (2004) decision making can be defined as choosing between alternatives. It can be regarded as an outcome of mental process (cognitive processes; memory, thinking, evaluation) leadings to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequence of decisions, working out the importance of individual factors, and choosing the best course of action to take (Muindi, 2011). Moorhead et al.(2004) in the decision making process the decision makers actions are guided by a goal. Each of the several alternatives courses of action is linked to various outcomes. Information is available on the alternatives, on the value of each outcome relative to the goal. The decision maker chooses an alternative on the basis of her/his evaluation of the information.

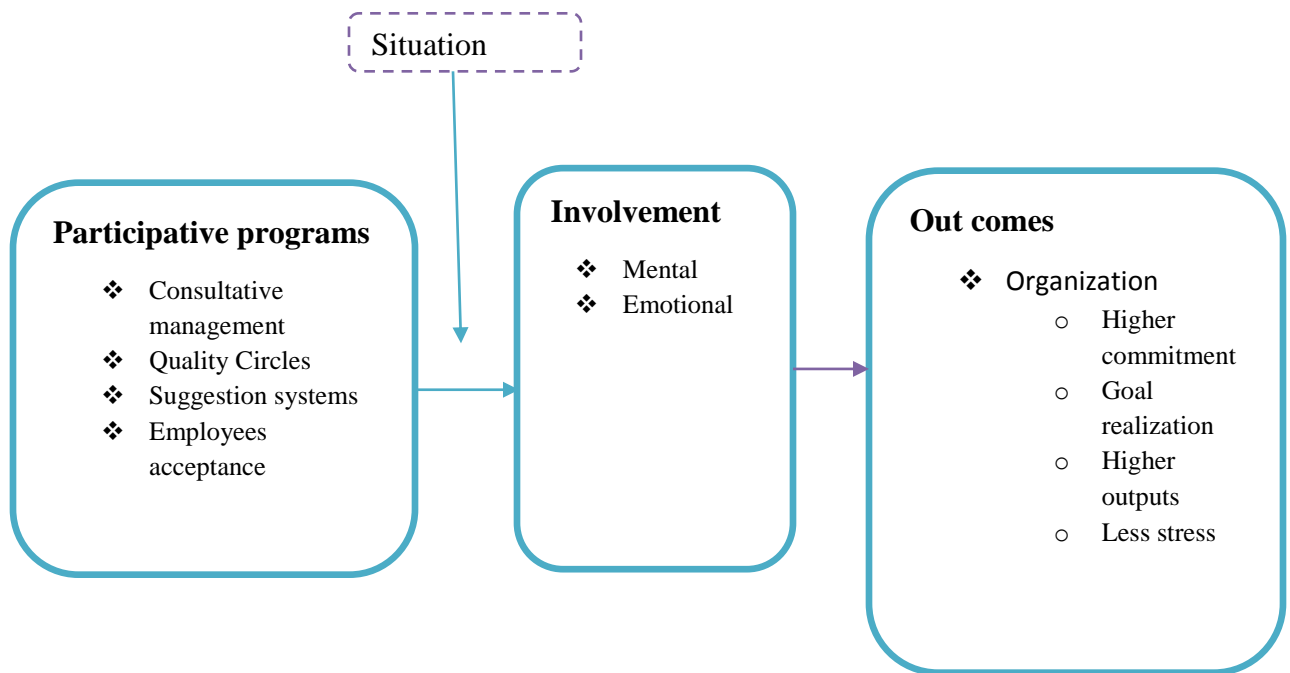
2.3. Concept Participative decision-making

The concept of participative decision making emphasizes the need for cooperation between employee, and for employees to share in the decision making processes of management(Bendix,2001).It is widely believed that employee participation may affect

an employee's job satisfaction, productivity, commitment, which can create comparative advantage for an organization (Bhatti and Qureshi,2007). High performing, effective organization have a culture that encourages participative decision making, since employees are willing to get involved in the decision making process, goal setting and problem solving activities, which then results in higher employee commitment (Scocum and Woodman,1998).

Participative decision making will bring together mental and emotional involvement (Davis and Newstrong, 1997).Participation in decision making increase employees commitment, because the contribution towards organizational goals is realized .Satisfaction and successful team work with supervisor will increase as well because employee are less stressed there is less conflict and more commitment to organization goal and at last, organizational change is better accepted (Irawanto,2015).To illustrate the above statement Davis and Newsroom put the process of participative decision making as figure blow;

Figure - 2.1 – participative decision making process



Source: Davis and Newsroom (1997).

Participation decision making encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies and implementation of solutions. Employees are invited to share in the decision making process of the form by participating in activities such as setting goals, determining work schedules, and making suggestions. Adeola (1994) defines employee's participation as the active involvement of subordinates and followers in the making of decisions that directly affect them in the work place. Participation in decision making is generally regarded as a sign of enlightened and democratic management. Davis (1981) stated that participation is a mental and emotional involvement of persons in group situations that encourage them to contribute to group situation that encourage them to contribute to group goals and share responsibility for them. Lewin (1969) defined it as a mode of organizational operations in which decision as to activities are arrived at by the person, who is to execute these decisions.

The concept of participation in an organization can therefore be summarized as a process by which an organization attempts to unlock the creative potentials of its people by involving them in decisions affecting their work lives. It is a structured effort to enable employees at all levels in an organization to use their knowledge, skills and abilities more effectively in their work and to participate more fully in decisions about their work life.

2.4. Employees commitment

Employee commitment is defined as an individual identification with and involvement in a particular organization. It is characterized by a strong belief in and acceptance of the organization goals and values ,a willingness to exert considerable effort on the behalf ,and a strong desire to maintain membership of it (Coetzee,2005).Employees' commitment can be also defined as the degree to which the employee feels devoted to their organization (Akintayo, 2010). Ongori (2007) also described employees' commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Employees' commitment is important because high level of commitment lead to several favorable organization outcomes. It reflects the extent to which employees identify with and organization and is

committed to its goal (Dixit and Bhatti, 2012). Commitment of employees is an important issue because it may be used to predict employees' performance, absenteeism and other behaviors (Dordevic, 2004). Meyer and Allen (1990), categorized commitment in to three types as a Normative, Continuance and affective Commitment.

Affective Commitment:-Employees with effective commitment continue their service in the organization because of they what to do so. An employee's who is affectively committed or emotionally attached to the organization; (i) believe in the goal and values of the organization, (ii) work hard for the organization and (iii) intend to stay with the organization (Dixit et al, 2012)

Meyer and Allen (1996), links affective commitment with work experience where employees experience psychologically comfortable feelings (like approachable manager), increasing their sense of competence (like feedback).

Continuance commitment:-Employees with continuance commitment continue service with organization because lack of alternative opportunity or awareness of the cost associated with leaving the organization. The cost associated with leaving includes attractive benefits, the threat of wasting the time, effort spends acquiring, disrupt personal relationship (Dixit et al,).

The approach of continuance commitment develops when an individual recognizes that he or she lose investments (the money they earn as a result of the time spent in the organization) and/or perceives that there are no alternatives or other course of action(Dixit et al,).

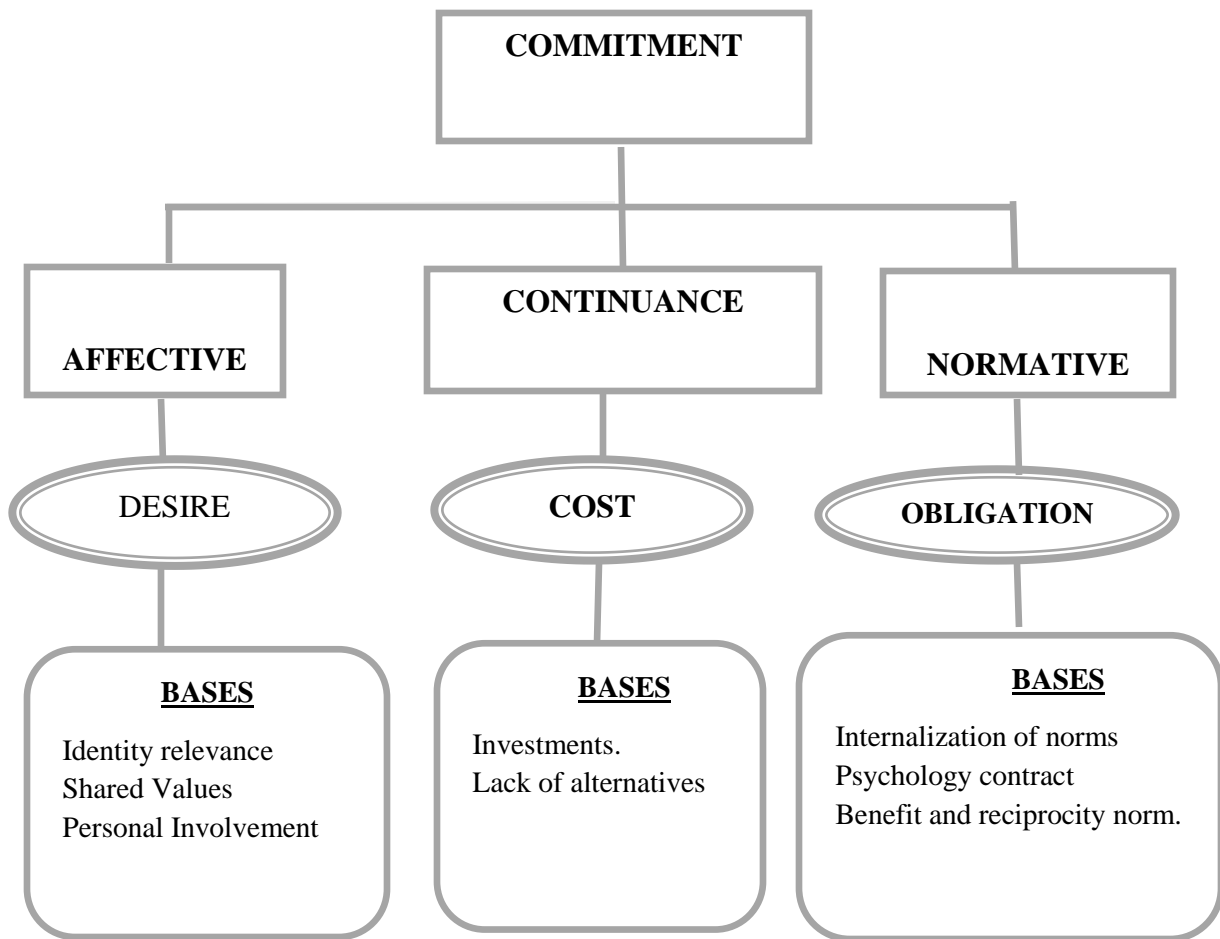
Meyer and Allen (1997), also adds that continuance commitment is when an employees have considered about expense and threats linked to leaving the organization, this form of commitment is considered to be calculative or in other word employees who's stay with organization simply because of they have no choice.

Normative Commitment:-normative commitment is because of employees perceive the organization to be on their side and the organization evokes a sense of mutual obligation

in which both the organization and the employees feel a sense of responsibility to each other (Robinson,2003).

Meyer et al., 1997 also explain normative commitment as the obligation feelings to be with employers. Hafix (2017) also emphasized that normative commitment is showed that the employees do not want to leave the organization because of he or she has the feeling of belongingness with organization. Figure 2.4 .provides a diagram representation of general mode of employees’ commitment.

Figure 2.2. General model of employee work place commitment.



Source: Meyer and Helmskovitch (2001)

2.5. Effect of Participative decision making on Employee commitment.

When employees are allowed to participate in important organizational processes such as decision making, they feel a greater affinity toward the organization. They feel that they and their advice are valued by the organization, and they are accepted and belong to the organization Riel, (1994). The ego and self-actualization needs of employee are better satisfied when the participation in decision making. When employees are participating in the creation and progress of their operations, they are more committed. This creates a work environment where the employees know their mission and have a vested interest in its success. Riel et al., stated that there is a belief that employers are not able to play an integral part of the organization. Active employee participation in decision making processes an increase employee commitment and accomplishment. Employees are able to express their work related concern, improve their jobs, and contribute to the fulfillment of organizational goals and objectives. By allowing employee input in to decision regarding their work, management acknowledges that these are a vast resource of knowledge and ideas. Cohen and Kirchmeyer (1995) also emphasizes participative decision making usually plays a very vital role in enhancing employees' effective commitment. Many researches indicates that participation is not usually needed to gain commitment toward objectives but having employee participation in the planning can be an effective means of fostering commitment with the organization.

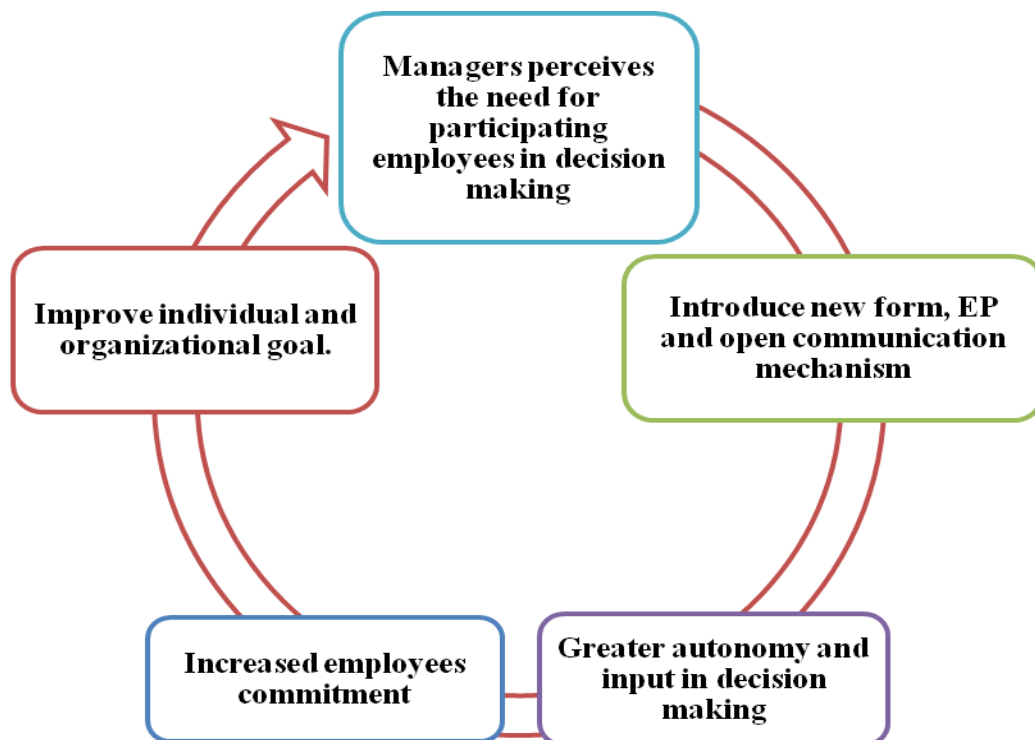
A study conducted by Ward (1977), indicate that participative decision making has a clear link with employee commitment. Thus the higher level of employee participation is associated with higher level of employee commitment towards organizational goal. It is observed that employees' commitment to the organization is strong among those whose leaders allow them to participate in decision making (Bhatti, Nawab and Akbar, 2011). Participative decision making also create a feeling of belonging and pride and hence increases their commitment with the organization. Studies conducted in the area of participative decision making shows time may affect organization and members' commitment to participation to decision making. Employees' participation in short-term participation decision making, may have less commitment than if the participative decision making continued over weeks and months. Other researcher also argued that organization must take a longer-term approach to implementing PDM may indicate less

commitment by the organization, or perhaps, a less positive attitude towards PDM (Sashkin,1976,Lawler,1986).

Employee participation can be an expedient management strategy to increase employee commitment (Lomo,2017).By informing employees of the state of the organization and prominent decisions being made ,employees understanding can be increased(Wilkinson and Dundon,2010).Participative decision making create a psychological ownership and attachments towards the organization, and enhance employee commitment. The study of Han, Chiang and Chang(2010),also justify the above idea, which found participation decision making positively predicted employees experience of psychological ownership towards the organization.

Bratton and Gold (2003) in their study shows the relationship between participation in decision making and employees commitment (participation – commitment cycle) as the below figure.

Figure 2.3. The participation -- commitment—organizational goal cycle.



Source - Bhatti (2013); Bratton and Gold (2003).

2.6 Forms of participative decision making.

According to Nel, Kirsten, Swanepoel, Erasmus and Jordan (2005), there are two forms of participative decision making, Namely Direct and indirect participation in decision making.

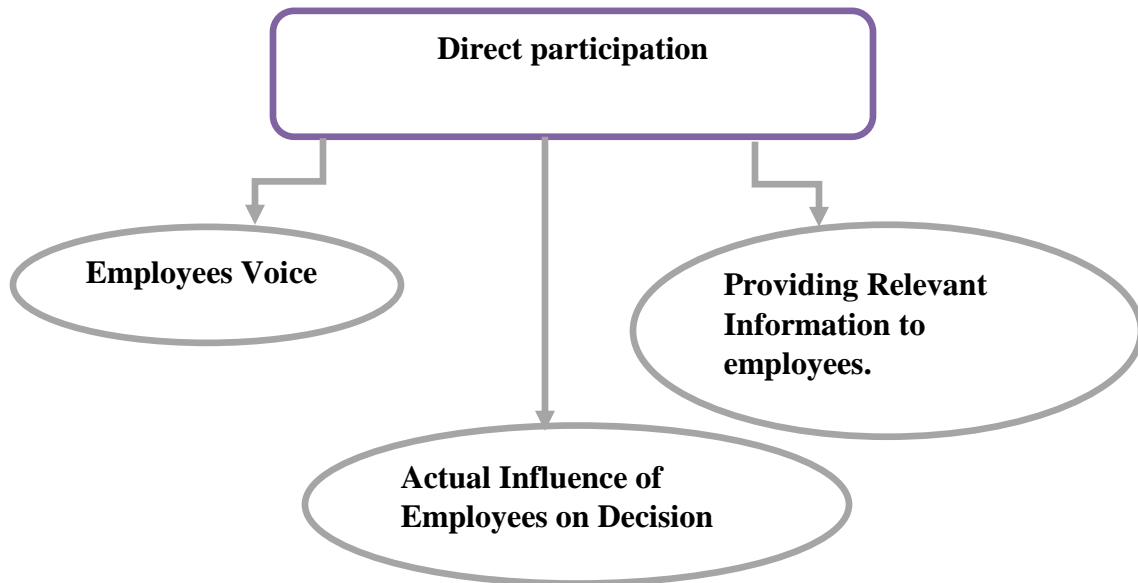
1. Direct participative decision making.

Direct participative decision making is regarded as a process of job enrichment and enlargement where the employee is offered the possibility of extending the depth and width of his work tasks, but without any control over organization planning or goal setting (Nel et.al, 2005). Direct participation in decision making also includes the sharing of financial rewards, which result from increased productivity, the provision of all information relevant to a job; consultation about changes that may affect the employee; and personal involvement of employees in the decision making process (Nel et al., 2005),

Geary and Sisson (1994) also define direct employee participation as opportunities which management provide, or initiatives to which they lend their support, at work place level, for consultation with and/or delegation or responsibilities and authority for decision making to their subordinates either as individuals or as group of employees, related to the immediate work task, work organization and/or working conditions.

Direct participation refers to the practice in which employee are personally involved in decision making (Knudsen, 1995; Markey and Townsend, 2013). Kester (2007) adds that direct participation occurs when employees share in some or all decision that are made at an enterprise level by themselves. Strauss (2006) coined this form of participation with three dimensions as below;

Figure -2. 4. Form of Direct Participation.



Source – Strauss (2006)

In general, direct participation is concerned with face-to-face contact between managers and their subordinates (DuToit and Oosthuizen, 1999).

2. Indirect participation decision making

Indirect participation is commonly conceived of as the involvement of a restricted set of actors who are elected or appointed to act as the representatives of the employees (Cotton, Vollrath, Froggatt, Lengnick-Hall, and Jennings (1988); Black and Gregerson, 1997). These representatives can be Unions, works councils, Joint committees, or employee representatives on boards. Indirect employees' participation concerns employees' collective interest, for instance, collective bargaining negotiations (CBN).

According to Anstey, (1997), collective bargaining is an indirect form of employee participation in decision-making, and it is the most common form of employee participation worldwide. Collective bargaining is a vehicle used by employee representative to regulate workplace behavior between managers and employees.

similarly, Bendix (2010) state that collective bargaining is an indirect forms of employee participation in decision making ,particularly because the process of collective bargaining allows managers and employees to engage in the joint regulation of workplace-related issues whilst they may jointly solve problems, which may arise.

2.6. Extent of participative decision making

There are three level of decision making in an organization according to Bennet (1997), these levels are;

1. High-level participation

High level participation is a broad decision about organization direction and its relations with the outside world. These decision established organizational objective and impose frameworks for controlling the organization activities. Top management and the representative of employees decide on issues of strategic importance for the organization as a whole (Net et.al, 2005). An example, of high level participation issues such as what to produce and how the organization with finance its operations. These decisions are usually made by high or top level management (Bennet, 1997).

2. Mid-level participation

This level of decision making is concerned with implementation of strategic decisions. They include decisions on issue such as the acquisition and deployment of resources, allocation of duties and specification of secondary objectives monitoring performance and reporting to top levels of authority (Bennet, 1997).This takes place when an employee participations in the decisional making processes of the plant or establishment, concerning for instance, the way in which the company's rules regulation and disciplinary procedures should be applied and executed (Nel et al., 2005).

3. Low-level participation.

This level of participation is focus on day-to-day activities of organization or departmental activities. At this level of participation, management makes an effort to improve communication and attitudes (Du Toit and Oosthuizen, 1999).

In other expression this level concerned with minor administrative matter such as lengths of production runs, shift rosters, stock levels and so on(Bennet,1997).

2.7. Impact and Benefit of participative decision making.

A participative decision making offers various benefits at all levels of the organization. By creating a sense of ownership in the company, participative decision making instills a sense of pride and improve the commitment of employees to increase productivity in order to achieve organizational goals. Employees who participate in the decisions of the organization feel like they are a part of a team with a common goal, and find their sense of self-esteem and creative fulfillment heightened (Mundi, 2011).Putting decision making power as close as possible to the point of delivery makes that implementation of those decisions not only possible but also successful (Rice, 1987).

Managers who use a participative decision making find that employees are more receptive to change than in situations in which they have no voice. Changes are implemented more effectively when employees have input and make contributions to decisions. Participation keeps employees informed of upcoming events so they will be aware of potential changes. The organization can then place itself in a proactive mode instead of a reactive one, as managers are able to quickly identify areas of concern and turn to employees for solutions (Helms, 2006).

According to Sharma,(2003) the benefit of participative decision making are; quick decision, enhance quality of decision, increase the responsibility and accountability, enhance transparency and co-ordination among members, improve quality of work, time savings, increased flexibility in working, improve performance ,creative problem solving, enhanced trust among members, shared responsibility, distributed work, ready to face the challenges, quick implementation of decisions, effective utilization of resource and communication at all level, good interpersonal relationship and discipline and amicable settlement of dispute and acceptance of changes.

Eboli,(2007) also discusses the benefit of participative decision making(PDM) as follows; the benefits of PDM found promotion and growth of products and services,

diversifying products and services, supply conditions continuous improvement, increasing individual and organizational efficiency, increasing job security and collaboration method, enhancing motivation and sprit of work, reduced absenteeism and poor work atmosphere promotion sprit of creativity and innovation and improving communication between manager and employees their interactions and relationships.

Azahdel, Chegini and Delshad (2013), the benefit of participative decision making are it leads to self-discovery and human integrity, improving human capital through education encourages provide appropriate strategy for the integration of independent tasks, makes it possible for employees to have share in improvement of work performance and low level of staff will be responsible for the maintenance and improvement of work processes.

2.8. Objectives of participative decision making.

The main objective behind participative decision making is to motivate employees to meet specific organizational goals. This is the process of involving people in decisions making process to ensure that every ones psychological needs are met. It in turn increases the commitment work life. Committed employees are the biggest assets of an organization and participative decision making is an effective strategy to retain the best talents of the industry (*Prachi J., 2017*).

According to Venter, (2003) participative decision making is generally seen to satisfy morale, political, social and economic objective of employees.

1. Moral/Ethical Objectives: - participative decision making has ethical dimensions and based on morals, principles and values. In this forms of management everyone is treated equally when it comes to organizational decision making (*Prachi J., 2017*).Workplaces is not only a source of employment and income, but also has an impact on the health, wellbeing, security, happiness, and self-esteem of employees. Therefore the participation of employees in decision making is an ethical and moral imperative (Cassar, 1999).

2. Social Objectives: - participative decision making can improve job satisfaction, commitment and labour relations (Haggerty, 2005).

- **Job satisfaction;** job satisfaction is the collection of feeling and beliefs that employees have about their job (Aziri, 2011). Judge and Robins (2009), define job satisfaction is a positive feeling about resulting from an evaluation of its characteristic. Employee participation in decision making may increase level of job satisfaction and consequently, motivation (Venter, 2003).
- **Organizational commitment;** participative decision making is a vehicle to gain commitment to responsibility. Satisfied employees are more committed to an organization and its goals, and committed employees will use extra energy to promote the interest and well-being of the organization in which they work Haggerty (2005). Commitment employees who are highly motivated top contribute their time and energy to the pursuit of organizational goals is increasingly acknowledged to be the primary asset available to an organization (Hunjira, 2010).
- **Labour relations;** According to Massarik and Tannenbaum (1999), engaging employees in decision making will help to reduce labour turnover, absenteeism, the number grievance, while the end result is a cooperative relationship between management and labour, as opposed to an adversarial relationship. Shelley, (2000) also believes that employee participation may foster more Co-operative attitudes amongst employees and management, thus rising efficiently by improving teamwork and by reducing the loss of efficiency arising from industrial disputes.

3. Economic Objectives: - Bendix (2010), in his study the main economic objective of participative decision making is that cooperative is seen as bringing about greater, commitment, performance and motivation on the part of employees, which will result in higher productivity. Cabrera, Ortega and Cabrera (2003), believe that employee participation increases effort, which subsequently improves efficiency, and productivity while it also reduces the cost of monitoring employees and it leads to increased commitment.

Participative decision making can result in higher rate of outputs and increased quality of products owing to greater personal effort and attention on the part of employees (Massarik and Tannenbaum, 1999). Improving participative decision making is the most

powerful force used by most organization to increase organizational effectiveness and efficiency (Macey, Schneider and Barbera, 2009).

2.9. Essential Conditions for successful participation in decision making.

The success of participation is directly related to how well certain prerequisite conditions are met (Nandi, 2003). To be participative decision making is effective, the following necessary conditions must be meet (Venter, Bendema, Conradie, Dwortzanowski-Venter Holtzhausen and Levy, 2009).

1. Effective engagement of subordinates.

The success of participative decision making is mainly depend on the degree of participation of employees (“Management study guide.com”, 2018). Know a days the powerful force governing organization participation is one of the vital factors, dynamics, and productivity in organization that by creation of organizational network communication and by using idea and collective action makes a good move from organization current situation to the desired situation (Mohammed, Mehrdad and Mahyar, 2013).

Weber and Weber,(2001) also said an organizational environment where subordinates are involved in planning or implementation changes, can help to reduce resistance to new change efforts, encourages subordinates commitment to the change and enable subordinates to cooperate with management in order to achieve the goals of the organization.

2. Management Commitment.

According to Macey and Schneider (2008); Emmanuel, (2013), it is the organization responsibly to create conducive environment that sincerely engage the workforce. The disclosure of business and financial information to employees by management is a critical requirement for effective employee participation in decision making and is a true test of management commitment to the process (Venter.et al., 2009).

Employees are better able to make more informed decisions, as well as a greater impact in the decision making process if they have the right information at their disposal. If employees have the right information at their disposal, they will be able to identify more strongly with the aims, objectives and vision of the organization (Emmanuel, 2013). We can conclude from above for meaningful participative decision making an effective commitment of management to the process, and disclosing any relevant information to employees is so important.

3. Participative Management Style.

Participative management style is a strong predictor of degree of participation. Management has the prime responsibility of structures for appropriate communication, information sharing and setting the right procedures for employee participation in decision making (Du Toit et al.).

Hofstede (2005); Bialas (2009) also said that work relationships between managers and their subordinates depend on power distance. If the power distance is low, the distance between managers and employees will be small, and there will be cooperation because the contacts are direct. If the power distance is high, which is a management style that is often used by autocratic managers; employees will hardly have any say in decision making. Participative decision making is more acceptable in a low power distance management style rather than in a high power distances style of management (Porter and Rees, 1998). Participative or democratic style of management, managers give recognition to the value of employee input; foster a culture of information sharing; promote cooperation; and encourages employees to participate in decision making (Venter et al.). Participative style of management, people in different position think at the same time about the same thing, but not in the same way. In contrast authoritarian style of management, people in senior positions think and subordinates execute (Emmanuel et al.).

4. Organizational Culture.

Organizational culture affects the way in which people set personal and professional goals, consciously and sub consciously think; make decision, perform tasks and

administer resource to achieve them (Lok and Crowford,2003).An organization has a culture of participation if it uses forms of employee participation permanently, intentionally and preferentially to solve opining and integration problems effectively and sustainably, thus facilitating the adaptation to altering environmental conditions (Nerdinger and friedemann,2008).

The participation of employees presupposes an organizational culture that;

- ❖ Reflect the broader socio-political imperatives of democracy, inclusive and effective engagement by all;
- ❖ Is supportive of the empowerment of employees by allowing autonomy and discretion in carrying out tasks;
- ❖ Provides an environment that facilitates a commitment to free, open and transparent exchange of information;
- ❖ Encourages effective ,tolerant and engaged leadership through necessary reward systems in order to overcome management resistance to participative structures; and
- ❖ Inculcates the requisite values of trust, tolerance, commitment, openness and cooperation (Venter et al.)

5. Training

Gordon (1992) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participation achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Training is important because when employees and management make vital workplace decisions it is of utmost importance that they have the skills and abilities that are required to make the right decisions (Konrad, 2006).

According to Venter et al., training typically involves the following;

- ❖ Awareness training designed to sensitize management and employees alike on the importance of worker participation in decision making and the positive impact that the participative process will have on the success of an organization;

- ❖ Providing management and its employees with an understanding of those actions and behavior which is conducive to successful participation; and
- ❖ Equipping employees with the requisite tools to engage effectively in the decision making process.

6. Trade union support

Emmanuel in his study emphasize that trade union should be included from the start in initiating, developing and implementing participative decision making structure in order to ensure transparency, and hence the success of any participative structures. Venter et al., also adds trade union might be distrustful of participative structure, perceiving them as an attempt by management to either dilute their power or to co-opt them in order to influence their activities.

2.11. Effective participative decision making and Organizational goal Success.

According to M.R.Azadehdel, M.G.Chegini and M.Delshad, (2013) employee participation in decision making shows job competencies and job autonomy and is closely linked with perceptions of service quality and job satisfaction. Participation in decision making provides opportunities for employees to enhance their skills and it authorize to them about their job in order to enjoy work. Once employees effectively participate in decision making they will more likely to hear comments in order to improve service performance. When management listen to employees comments and accepts comments, thus satisfies the self-actualization need of employees and have incentives to work hard in order to meet the organizational goal. Cheung and To, (2010) similarly said that, effective participation in decision making in work provides opportunities for employees to interact with other. When staff offers are accepted, they will enjoy this feeling of compliance, and this will leads to greater commitment.

Table-1. Positive increased and decreased consequence of participation in decision making.

Decreased consequence	Increased Consequence
<ul style="list-style-type: none"> ❖ Reduce conflict, enmity in unsafe competition ❖ Reduce supervision and monitoring ❖ Lowering the need for discipline and punishment ❖ Reducing waste and wasting raw materials ❖ Reducing desertion, absenteeism and delays in work ❖ Reduce stress and tension of work ❖ Reduce customer dissatisfaction ❖ Prevent repetitions 	<ul style="list-style-type: none"> ❖ High quality work and superior quality of work life Easy adopt change. ❖ Increasing morale and organizational loyalty ❖ Create a sense of 'us' and unique identity ❖ High degree of tolerance towards others ❖ Expanded opportunities for free expression of feeling and emotions and inner thoughts ❖ Increase the peaceful relations between superiors and subordinates among colleagues ❖ To increase motivation and interest to work

Source-Arabian Journal of Business and Management review (2013)

2.11. Effect of Employee commitment on Organizational goal.

Employees who are highly committed to contribute their time and energy to the pursuit of organizational goal are increasingly acknowledged to be the primary asset available to an organization (Hunjra, Ali, Chani, Khan and Ramy, 2010). Employee commitment seems to be a crucial factor in achieving organizational goal success (Irefin and Ali, 2014). Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance than the uncommitted employees. Employee commitment can benefit organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained productivity (Dixit et al.). Committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects organization assets and shares organizational goals (Meyer et al, 1997).

2.12. Factors Affecting Employee commitment.

Even when employees have clear work objective, the right skills, and a supportive work environment they won't get the job done without commitment to achieve those work objectives (Teryima, Timothy, Faajir, John and Vivien, 2016). Employees commitment is not determined by a single factor, but it have many factors (Fitz-enz, 1990). Factors mentioned in previous research are remuneration and benefits, training opportunity, air and equal treatment, organization culture are factors for Ghapanchi and Aurum (2011); Management style and leadership to increase an organization commitment capacity (Andrews and Wan (2009); Loan-clarke, Arnold, Cooms, Hartley and Bosley (2010), emphasized that autonomy, work-schedule flexibility and social support help organization to keep their employees for a longer period of time.

Gallie and White (1993); Dex and Smith (2001), found that employee commitment was related to personal characteristics that they called external factors (beliefs, sense of success) and internal organizational factors internal including the structure and policies of the organization. Internal factors that were found to commitment includes the following; the opportunities for personal development, the higher the extent to which employees felt their skills were utilized, the greater the access to training, the greater the extent the organization was seen as a caring employer, and the existence of teamwork as a form of supervision. Ongori (2007) also adds that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment and compensation.

2.12. Empirical Literature review.

There are no adequate researches on participative decision making and its role in improving employees' commitment towards organization. Various research are done focus on the relationship between participative decision making (PDM) and with some of the results variables such as performance, productivity, job satisfaction etc. even though the researcher emphasize the participative decision making with these variables,

indirectly they discuss the impact of participative decision making on employees commitment towards organization goals. So it is important to discuss these related empirical study's to know the justified role of participative decision making on employees commitment.

In this regard the Study conducted by Ladd and Marshal (2004) stated that participation in decision making is important to employees and, along with job satisfaction and effective organizational commitment, is valued by them. Employees believe they are better off because of participation in decision making and the organization also gains through positive impact on carrying out tasks and performance effectiveness. The finding of this research supports the positions that participative decision making achieves positive results in organizational commitment. In addition Mutambara and Tefera (2016) also find that participation of employees in decision making process and their involvement in organization change plans and goals setting have positive impact on the employees' commitment towards the organization. Involving employee participation leads to higher employee performance and organizational commitment in general. A research by Azadehdel, Chegini and Delshad (2013) suggest that a participatory decision making system requires measures which executive managers should consider them. Reinforce the goals, values and priorities, define responsibilities ,limits and expectations , define decision making process, training program participation, adjusted for organizational environments ,creating a culture of participation, clarifying structure of participations are prerequisites that is very important in the success of participatory decision making ,they will have more likely to hear comments in order to improve the performance of services.

A study conducted by Tamen (2013) showed that employee participation has often been heralded as a solution, if not the panacea, for low institution effectiveness, efficiency and productivity of organization. Tamen also identify the following major obstacles for meaningful or effective participative decision making in the institution he studied. The first one is lack of management commitment to participate employees in the decision making processes, the second one is lack of trade unions support due there different agenda and the last one is lack of commitment on the part of employees. Singh (2009)

also argued that the biggest challenges to superiors is to ensure that jobs provide the needs for employees. It is challenging to identify the type of higher order needs of employees as these reflects the true motivators. However his study found that opportunities for employees to participate in the decision making process in their jobs, managers can improve their chances of satisfying employees' higher order needs. In the study exploring the relationship between *direct participation and organizational commitment* by Bhatti, Nawab and Akbar (2011) shows a positive and significant relationship with each other. In addition Tor and Torger (1999) have done research ,stated that there are a number of reasons because of which direct employee participation should be arranged in organizational planning which includes willingness and ability to work for organizational goal, which eventually increases their commitment with the organization. On the other hand study conducted by Poole, Lansbury and Wailes (2001) American organization indicates that direct participation although has very less contribution in enhancing organization commitment but still it has a positive and significant impact at work place. Muindi (2011) conclude his study with finding of the employees found in studied organization were satisfied with their jobs as their level of participation in decision making increases. Level of satisfaction with job characteristics was found to be largely influenced by the level of employees' participation in decision making .The study Muindi, confirm that employee participation in decision making increases intrinsic and extrinsic job satisfaction.

Abdulai and Shafiwu (2014) found that allowing all employees to participate in decision making is best and help increasing commitment level of employees as well as promoting creativity and innovation in the organization .In the study, Employees were of the view that they want to be part of the team in the organization with regards to short term participation, even though the time involve for the participation of employees is limited, employees feel motivated since they are recognized. The study of Abdulai and Shafiwu also found that in order employees to have the right knowledge and skill to participate in decision making, they should be trained to enable them participate effectively. Prisca (2011) conclude that, employee participation has been found to have favorable effects on employee attitude, commitment and productivity even also on the efficiency of the

managers. Thus participation decision making should be seen as an inevitable tool in any organization both public and private.

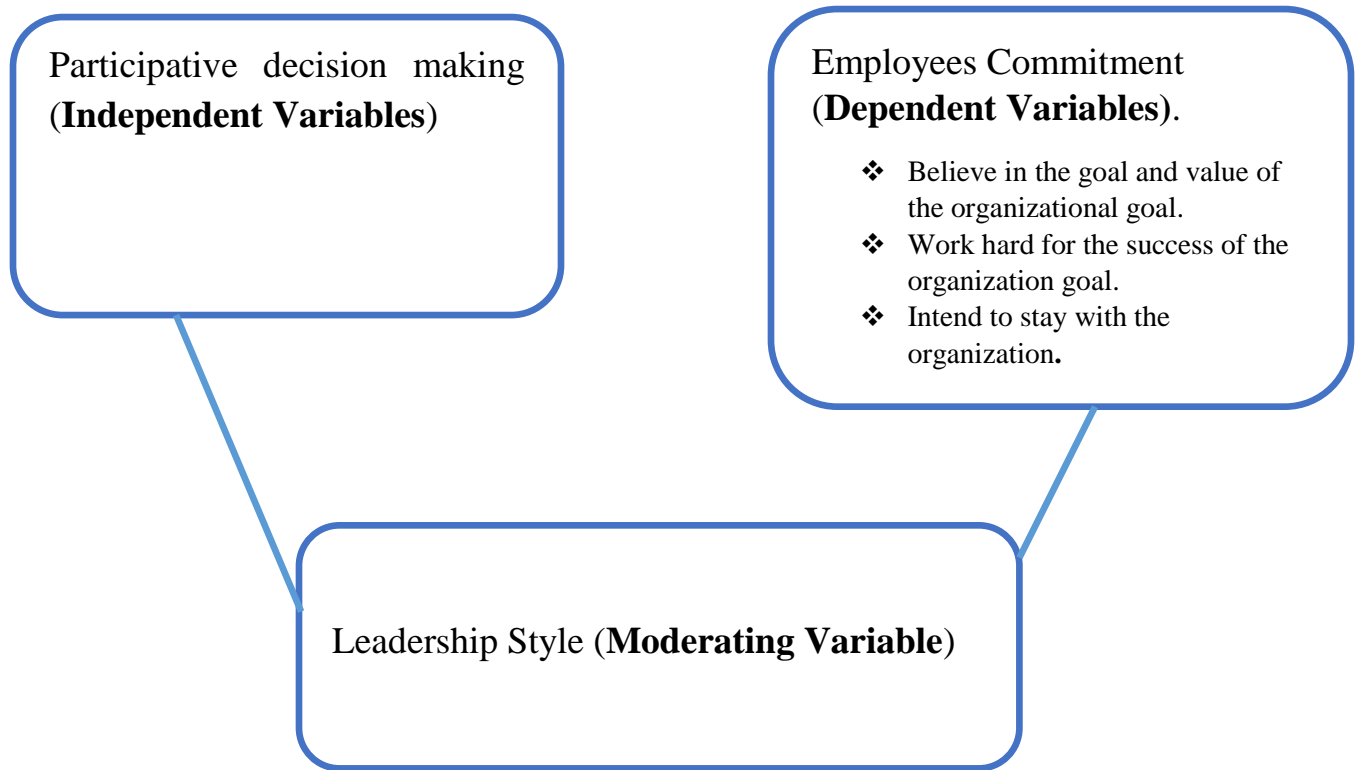
A synthesis of the above empirical studies showed that participative decision making is enhance the employees feeling of better-off /recognition, that have direct impact on employees commitment and job satisfaction to the organization. The study's also shows that the true motivators of employees is participative decision making and the level or extent of participation in decision making also determent the level of employees commitment and satisfaction as well.

2.13. Conceptual Framework.

The above literature shows that there are arguments that support participative decision making have a positive impact on employees' commitment. However there are a moderating factors between these variables. The Leadership style is the intervening/moderating variables. There is always a gap between what is expect and the reality. So organization should leadership style encourage employees participation for effective Participative decision making which have great role in improving employees' commitment.

The conceptual framework below shows that participative decision making has great role in improving employees' commitment towards organization goal, but this is moderated by the leadership style. The intervening variables also have an impact on the extent/level of participative decision making and hence their organizational commitment.

Figure 2.1. Conceptual Framework



Source: Adapted from Literature review.

Chapter Three: Research Methodology

This Chapter discusses about the research methodology for the study. The population targeted, sample size and sampling technique is explained. Moreover the data collection instruments that are used in the research are elaborated and their applicability is discussed. Finally, a brief description of the statistical techniques used for analysis are also provided. The purpose of this study is to explore the role of participative decision making in improving employees commitment towards organizational goal in HT (selected district). This is a descriptive type of study therefore the research methodology is designed in order to give proper answer for the research questions of the study.

3.1. Research Design

Burns and Grove, (2009) define a research design as a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. Parahoo, (2006) on the other hand describe a research design as a plan that describe how, when and where data are to be collected and analyzed. Polit and Beck, (2012) also put their definition for a research design as the researcher overall for answering the research question or testing the research hypothesis. Depend on nature of study the researcher adopted descriptive survey design as applicable research design for this study. A descriptive research design is concerned with finding out the; who, what, where, when and how much (Cooper and Schindler, 2000). Furthermore, a research design is structured, has investigative questions and part of formal studies. The design is deemed appropriate because the main interest is to explore the viable relationship and describe how the factors support matters under investigation. This kind of research design was used for the study as it enabled the researcher to establish the role of participative decision making to improve commitment towards organizational goal at a selected districts if Hidasie Telecom (HT). Descriptive design method provides quantitative data from cross section of the chosen population. This design provided further insight into research problem by describing the variables of interest.

3.2. Sources and types of data

The research was conducted based on two types of data sources; Primary data source:- This type of data is gathered through structured questionnaire(close ended and open

ended), and semi structured in-depth interview its purpose is to obtain the opinion of employees and managers related to employee participation in decision-making and direct observe the EP situation. Secondary data source:-the secondary data was gathered from business/strategic/ plan, books, journals, working papers, reports and electronic data (documentaries).

3.3. Data Collection methods

The data was collected through multi-methods. These methods included questionnaire, interview, and document analysis. Each of these methods of data collection is discussed below.

Questionnaire: - The researcher had developed survey questionnaire to examine and evaluate the process and practice of participative decision making by the selected district for the purpose of this study. Questionnaires are the preferred data collection tools mainly for primary data collection, for two focal reasons. It helps the researcher to gather information on facts and attitudes from a wide range of sources and more than that it is important tools to guides the respondent since it gives clear choices to check. Questionnaires is intended in English language and distributed to 223 sample purposively drawn from all staff of selected districts. The Questionnaires are designed to collect information on issues employee participation in decision making and its impact on employees' commitment towards organizational goal. Maximum attempt is exerted to make the questioner comprehensive so as to assess multiple dimension nature and practice of employee's participation in decision making.

Interview: - According to Kvale (1996) an interview is a conversation for the purpose of to gather descriptions of the interviewee. In similar manner Schostak (2006) define interview is an extendable conversation between more than two peoples that aims at having an in-depth information about a certain topic or subject, and through which a phenomena could be interpreted in terms of the meanings interviews bring to it. For the purpose of this study semi- structured interview is used because, it is low cost, rapid method of gathering information from individual. The flexible guide of semi structured interview ensured me to stays focused on the issue at hand, but that the interview is conversation enough to allow research participants to be introduced to the topic smoothly

and to discuss issues which they deem to be relevant and it help for comparative listening to perspectives of participants.

Accordingly, interview is going to be held with District manager, HR and Finance section head and four employees from each three districts total 12(twelve) employees are interviewed. The interview covered important issues in order to adequately capture various elements of participative decision making.

Analysis of Document: - The other methods that is used to collect data is reviewing related document, particularly for collection of secondary data. Yin (1994) believed the documentary information should be the object of explicit data collection in case studies. Bogdan and Biklen (1998); Rhee (2004) explained that there are three main types of documentation ;(I) personal documents produced by individual for private use, such as letters, diaries, autobiographies, family photos, and other visual recording. (II) Official documents are produced by organizational employees for record keeping and distribution, which include memos newsletters, files, yearbooks, annual reports, minutes of meeting, code of ethics, and brochures. (III) Popular documents are produced for commercial purposes; they include commercials, TV programs, photographs, news reports, and visual recordings.

For the purpose of this study ,I mainly collect official documents for analysis, because official document can provide clues about participative management practice and what organizational members value and also as official documents publicized for public use it help me to understand the official perspective of participative programs or other aspects of the organization.

3.4. Target population, Sample and Sampling technique.

The HT has 12 district offices in the country. Among them South Addis Ababa district ,North Addis Ababa District and West Addis Ababa district are found in Addis Ababa and the rest Districts found in all region of the country. The researcher select purposively three districts that operate in Addis Ababa, by taking into account high cost of time, effort and the difficulty of obtaining reliability information. Accordingly, North, South and West Addis Ababa (A.A) District are selected. The simple random technique was used to draw respondents from employees of selected districts that are believed to provide the necessary information for the research. As at January 30th, 2018 the number

of staff under these districts are in total 1173 (North A.A district (451), South A.A district (408) and West A.A district (314)). Out of these staff in total 34 (from South A.A district (9), west A.A district (11) and North A.A district (14)) of them are employed freshly (less than one year) and researcher exclude these employee since they have no enough awareness about the practice of employee participative in the organization, for the reason the target population is decreased to 1139. So that the appropriate sample size for this targeted population is 223 employees. The researcher used Slovins (2006) to calculate Sample size, $n = N / (1 + Ne^2)$. Where (n) is Sample size, (N) is population and (e) represent error margin. The researcher has set $e = 0.05$ which means that the confidence level is 95 %.

Therefore the target population for this study is employees which have one year and above experience in the organization and 223 employees working in the selected districts constitute the sample of the study. The distribution of sample size among the three selected districts is as follows. (The distribution of the figure was based on the respective numbers of employees of each selected district.) Finally a simple random technique was used in selecting the participants from the districts.

No	Name of District	Number of employees	Sample size
1	North A.A District	437	86
2	South A.A District	399	78
3	West A.A District	303	59
Total		1139	223

Source: Researcher (2018)

3.5. Method of Data Analysis

Based on the nature of data collected both qualitative and quantitative data analysis method are applied. Quantitative data that were gathered through structured questioners were processed by using computerized software SPSS (statistical package for social science) version 21, to get descriptive result. Frequency table and percentage is also used to present process information. On the other hand qualitative data gathered through

interview, open ended questionnaires and document analysis were analyzed through organization based on their types and reduction through summarization and categorization. And then, for inferential statics correlation and regression analysis was employed to show the relationship and effect between extent of participation in decision making, mechanism employed by management to participate ,challenges associated with participation in decision making and effect of participation in decision making on employees commitment. The average values found below 2.50 is considered as poor, between 2.51 up to 3.00 is considered as satisfactory, between 3.01 up to 4.00 is considered as moderate and between 4.01 up to 5.00 is considered as highest value. The standard was developed based on reviewed literature.

3.6. Validity and Reliability of the study.

Validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Babbie and Mouton, 2001). However, it appears that validity seeks to ensure that the findings are really reflecting what was expected.

Reliability: Showing that the operations of the research in terms of data collection, data analysis and so on can be repeated and the same results obtained. Babbie and Mouton et.alstated that reliability is a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time. In this respect, Cooper and Schindler (2001), cited by Muragize (2004), propose that a measure is reliable to the degree that it supplies consistent results. Then, they assert that reliability is a necessary contributor to validity with estimates of the degree to which a measurement is free of random or unstable error. In order to enhance reliability and validity (particularly of construct validity or internal validity and external validity) of the study, the researcher try to conduct include respondents at all levels within the selected district of HT. Information from various levels obviously should increase the validity. Secondly, a pre-test was done to assess whether the questions are well understood but also to uncover any deficiencies. Based on the replies from the pre-test, the questionnaire was refined and adapted. Finally, some questions from previous studies were replicated not only to increase internal validity but also to provide comparative data.

3.7. Ethical Considerations

The ethical procedures followed by the researcher are; Anonymity of participants is strictly ensured. The data that collected for the study is confidential, and is only available to the researcher. Participation in this research is purely voluntary. The researcher is trying to aware the participant the objective of the research, and their contribution to its completion.

To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey response. This is carried out to ensure that the statistical generated from the study are truthful and verifiable.

Chapter Four: Data Presentation, Analysis and Interpretation

4.1. Introduction

The objective of the study was to assess the role of participative decision making in improving the employees commitment towards organizational goal in selected district of HT. The chapter presents the analysis, findings and discussion .The findings are presented in percentage and frequency distribution, mean and standard deviations. A total of 223 questionnaires were distributed and 196 were returned. The remaining 27 questionnaire discarded because of 21 questionnaire were not returned from respondents at all and the outstanding 6 questionnaire were rejected by researched due to not fully answered. This represents a response rate of 88%.During distribution of questioners, the researcher has taken the number of employees in each district into account and accordingly a total numbers of 86, 78 and 59 questionnaire were distributed to North, South and West Addis Ababa districts respectively.

Table 4.1 Response rate.

Questionnaires	Respondents	Valid percentage
Returned	196	88%
Not returned	27	12%
Total	223	100%

Source: Survey result (2018)

4.2. Demographic Characteristic of Respondents.

As indicated in Table 4.2(a) out of 196 respondents, 109 (55.6%) were males whilst 87(44.4%) were Females. This is represented in the Table 4.2(a) below.

Table 4.2(a): Gender of distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	109	55.6	55.6	55.6
Female	87	44.4	44.4	100.0
Total	196	100.0	100.0	

Source: Survey result (2018).

As indicated in table 4.2(b), out of 196 respondents, 105(53.6 %) respondents were between 25-36, 41 (20.9%) respondents were between 36-45 years, 29 (14.8 %) respondents were between 46-55, 15 (7.7 %) respondents were above 55 years, whilst (6 3.1 %) respondents were below 25 years. This is represented in the Table 4.2(b) below.

Table 4.2(b): Age distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25	6	3.1	3.1	3.1
25-35	105	53.6	53.6	56.6
36-45	41	20.9	20.9	77.6
46-55	29	14.8	14.8	92.3
Above 55	15	7.7	7.7	100.0
Total	196	100.0	100.0	

Source: Survey result (2018)

As shown in table 4.2(c) out of 196 respondents, 144(73.5%) respondents had Frist Degree, 32(16.3%) respondents had Diploma, 13(6.6%) respondents were second degree and above holders, whilst 7 (3.6%) respondents were below diploma. This is represented in the Table 4.2(c) below.

Table 4.2(c): Educational level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below Diploma	7	3.6	3.6	3.6
Diploma	32	16.3	16.3	19.9
Frist Degree	144	73.5	73.5	93.4
Second Degree and above	13	6.6	6.6	100.0
Total	196	100.0	100.0	

Source: Survey result (2018)

As indicated in table 4.2(d) out of 196 respondents, 81(41.3%) respondents were Sales persons, 56(28.6%) respondents were Administrative or clerical staff, 47(24.0%)

respondents were Supervisors, 9(4.6%) respondents were Section head Mangers, whilst 3(1.5%) of respondents were District Managers. This is represented in the table 4.2(d) below.

Table 4.2(d): Position of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid sales person	81	41.3	41.3	41.3
Administration/clerical staff	56	28.6	28.6	69.9
Supervisor	47	24.0	24.0	93.9
Section Head Manager	9	4.6	4.6	98.5
District Manager	3	1.5	1.5	100.0
Total	196	100.0	100.0	

Source: Survey result (2018)

As indicated in table 4.2(e) out of 196 respondents, 114(58.2%) respondents were above 5 years' service in the organization, 53(27.0%) respondents were between 2-5 service years in the organization, whilst 29(14.8%) respondents were between 1-2 year, service years in the organization. This is represented in the table 4.2(e) below.

Table 4.2(e): Service year of respondents in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-2 years	29	14.8	14.8	14.8
2-5 years	53	27.0	27.0	41.8
Above 5 years	114	58.2	58.2	100.0
Total	196	100.0	100.0	

Source: Survey result (2018)

4.3. Analysis of data regarding the role of participative decision making in improving employees Commitment

This part of study deals with the findings/results of data collected about the role of participative decision making in improving employees commitment towards

organizational goal in selected district of HT, through structured questionnaires and in depth interview for triangulation purpose.

4.3.1. Extent of Employees participation in decision making

One of the purposes of this study was to examine the extent to which employees individually or as group participate in decision making. For this purpose, eight (8) decision making areas are identified from literature that shows the extent of employees' participation in decision making in the organization .In each of these areas of decision making, employees were requested to give their extent of participation on the rating scale that varies from Very low to very high. The summaries of respondents in each of area of decision making were shows in the Table 4.3

Table 4.3. Perception of respondent regarding the extent of participation in decision making in HT.

No	Item	Stat	Response Rate						M	S.D
			VL	L	M	H	VH	Total		
1	Participation to sets organizational Mission, Vision and Values.	F	48	82	21	34	11	196	2.38	1.190
		%	24.5	41.8	10.7	17.3	5.3	100		
2	Participate in Planning the organization activities and preparing organizational budget	F	38	66	38	41	13	196	2.62	1.203
		%	19.4	33.7	19.4	20.9	6.6	100		
3	Determining the mechanism of Controlling and supervising plan implementation	F	57	60	26	33	20	196	2.48	1.338
		%	29.1	30.6	13.3	16.8	10.2	100		
4	Participation in	F	42	71	13	47	23	196	2.68	1.356

	decision Concerning organization policy, rules and regulations and the way to be applied and executed.	%	21.4	36.2	6.6	24.0	11.7	100		
5	Employees' participation in decision concerning employees' affaire and disciplinary problem.	F	41	50	37	47	21	196	2.78	1.312
		%	20.9	25.5	18.9	24.0	10.7	100		
6	Extent of participation on issue relating to work to influence managerial decision	F	37	58	23	49	29	196	2.87	1.373
		%	18.9	29.6	11.7	25.0	14.8	100		
7	Extent of participation to decide on issue of strategic importance for the organization as a whole.	F	48	56	31	43	18	196	2.63	1.312
		%	24.5	28.6	15.8	21.9	9.2	100		
8	Decision concerning with implementation of strategic decision (such as acquisition and deployment of resource, allocation of duties.)	F	41	55	35	33	32	196	2.80	1.381
		%	20.9	28.1	17.9	16.8	16.3	100		
Overall/Grand Mean		F	44	62	28	41	21	196	2.65	1.308
		%	22.4	31.8	14.3	20.9	10.6	100		

Key: F= Frequency, VL= Very Low, L= Low, M= Medium, H= High, VH = Very high, M= mean and SD =Standard deviation.

On Table 4.3. It was indicated that the extent participation of employees regarding to setting organizational mission, vision and values relatively very low. About 66.3% (41.8 % low and 24.5% very low) of employees at the selected district were believed that very low and low extent of participation in decision making regarding to setting organizational vision, mission and values. On the other hand 21% of the said medium, 17.3% and 5.3% said high and very high respectively. Thus the extent of participation to set organizational mission, vision and values is very low, with mean value 2.38, which is below satisfactory value, with standard deviation of 1.190.

Regarding the second item of the respondent were asked to respond their extent of participation in planning the organization activities and preparing organizational budget. The response shows that, Almost 53.1 % of the respondents said that low and very low, 19.4% medium, 6.6% very high and 20.9% high. From this we can conclude that there is low extent of participation in planning the organizational activities and preparing organizational budget with the mean value 2.62 which is below moderate value, with standard deviation of 1.203.

Regarding the third item the response of respondent showed that, 29.1% and 30.6% very low and low respectively, 16.8% were said high, 10.2% said very high and 13.3% were said medium. Depend on the analysis ,59.7% of the responded agreed there is low extent of participation in determining the mechanism of controlling and supervision plan implementation, with the mean value 2.48 which has below satisfactory value, with standard deviation 1.338.

On the fourth item the respondent were asked to respond there extent participation in decision concerning organizational policy, rules and regulation and the way to be applied and executed. The response show that, 36.2% said low and 21.4% were said very low, 6.6 were said medium, 24.0 % and 11.7% were said high and very high. Thus almost 57.6% of respondent agrees there is low extent of participation concerning organizational policy, rules and regulation, with mean value 2.68 below moderate value with standard deviation of 1.356.

Regarding the fifth item the responded were asked to show the extent of participation in decision concerning employees' affaire and disciplinary problem. 46.4%(20.9% very low

and 25.5% low) of responded shows that there is low extent of employees participation concerning employees affaire and disciplinary problems, 24.0% high, 10.7% very high and 18.9% of them said medium. Thus we can conclude that extent of participation regarding employees' affaire and disciplinary problem with mean value 2.78 which is below moderate value, with standard deviation of 1.312.

The Responded also asked to show the extent of their participation to decide on issue of strategic importance for the organization as a whole, the response shows that about 48.5% (29.6% low and 18.9% very low) of responded agreed on there is low extent of participation, 25.0% were said high, 14.8 were said very high and 11.7 % medium. Depend on this we can generalized that extent of participation on issue of strategic importance for the organization as a whole with mean value of 2.87 which is below moderate value, with standard deviation 1.373.

Regarding seventh item the respondent were asked to show their extent of participation to decide on issue relating to their work to influence management decision. The majority of respondent which comprised 53.1 % (28.6% low and 24.5% very low) said that low extent of participation, 21.9% said high, 9.2% said very high and 15.8% of them said medium. From this we can conclude that extent of participation on issue relating to work to influence management decision with mean value 2.63 which is below moderate value, with standard deviation of 1.312.

The final item provide for respondent were respondent were to show their extent of participation concerning with implementation of strategic decision such as acquisition and deployment of resource, allocation of duties, the response shows that 49% (28.1% and 20.9%) were believed that there is low extent of participation, 16.8% high, 16.3 % very high and 17.9 were said medium. From this we can determine that the extent of employee participation concerning with implementation of strategic decision is low with mean value 2.80 below moderate value which have standard deviation of 1.381.

In general, the extent of employees' participation in decision making under the sample study was found to be relatively low. This is because of the fact that 54.2 % (22.4%+31.8) of respondent have agreed low extent of participation in decision making. The total calculated grand mean (M.V=2.65; S.D=1.308) score of respondents reveals

that the extent of participation in decision making in selected district of HT was below average point.

The researcher also conducted interview with higher officials, by raising question pertaining to extent of employees' participation in the organization, such as: to what extent employees allowed to participate in decision making process in the organization and the strategies they consider employees opinion in any decision that matters in the organization. All response researcher found though interview testify that the extent of employees participation in any regards very nice and employees input in considers as valuable. For the case of strategies employed officials to consider opinion in any decision that matters in the organization are group discussion, weekly and monthly meeting with concerned employees' to the agenda, before activities and budget plan approved by the board of directors every employees offer to participate on discussion and amendments, new inputs. In general all asked officials said that there high extent of participation in decision making in Hidasie Telecom Share Company.

The related documents were also analyzed to know whether there is previously practiced participative decision making and the depth of participation in decision making in the organization. Official documents such as visual recording and minutes of meeting were found that shows which employees participate on and raised their idea on the different issues of organization.

4.3.2. Mechanisms employed by the management of HT to ensure PDM process.

Wilkinson (2005) distinguish the following mechanism of employees' participation; such as suggestion schemes, team briefing, regular meeting, problem solving groups, semi-autonomous or autonomous work teams and open mind of managers. These mechanisms of employees' participation boost human capital with the superiors' opportunity to have a say in a discussion on issue concerning them. Employers on the other hand, can gain in results from greater productivity and quality.

For this purpose, 10(ten) variables or items which are practice by successful and effective organizational managers and were taken from literature. If these are practiced accordingly it considered as there is good practice of participation in decision making in the

organization and if it is the opposite it considered as there is no culture or practice of participation in the organization.

To this end, the respondents were requested to answer their agreement and disagreement on a five scale ranging from strongly disagree and strongly agree. The data gathered from respondents for each items were summarized and presented in the table 4.4. as follows.

Table 4.4. Perception of respondents regarding Mechanism employed by HT management to participate employees in decision making

No	Items	Stat	Response rate						M	SD
			SDA	DA	UnDD	A	SA	Total		
1	Establishing and maintaining good employee and management relationship	F	17	36	16	80	47	196	3.53	1.275
		%	8.7	18.4	8.2	40.8	20.0	100		
2	Provide freedom to employees to express their opinion.	F	13	41	9	69	64	196	3.66	1.304
		%	6.6	20.9	4.6	35.2	32.7	100		
3	Share responsibility	F	20	28	11	78	59	196	3.65	1.317
		%	10.2	14.3	5.6	39.8	30.1	100		
4	Provide relevant and current information to employees on time.	F	24	27	7	77	61	196	3.63	1.369
		%	12.2	13.8	3.6	39.3	31.1	100		
5	Accepting decision made by employees independently.	F	8	22	8	91	67	196	3.95	1.097
		%	4.1	11.2	4.1	46.4	34.2	100		
6	Explaining to employees what is expected from them.	F	23	34	20	70	69	196	3.81	1.229
		%	6.6	12.2	10.2	35.7	35.2	100		
7	Allowing team work and group activities.	F	11	26	16	82	61	196	3.80	1.181
		%	5.6	13.3	8.2	41.8	31.1	100		
8	Provide knowledge development and training to provide skills in group decision and problem	F	14	22	19	67	74	196	3.84	1.245
		%	7.1	11.2	9.2	34.2	37.8	100		

	solving.									
9	Rewards and recognition designed to encourage employees to obtain information, adds skill, take more decision making responsibility.	F	24	16	22	65	59	196	3.70	1.345
		%	12.2	8.2	11.2	33.7	34.7	100		
10	By providing/allowing/ different type of employee participation (such as Suggestion boxes, teams briefing etc.)	F	17	25	0	94	60	196	3.79	1.249
		%	8.7	12.8	0	48.0	30.6	100		
Overall/Grand Mean		F	17	27	13	77	62	196	3.74	1.261
		%	8.3	13.7	6.5	39.5	32.0	100		

Key: F= Frequency, SDA= strongly disagree, DA= Disagree, UnDD= Undecided, A= Agree, SA = Strongly Agree, M= mean and SD =Standard deviation.

The respondents were asked to show their agreement whether or not there is established and maintained good employees and management relationship. The response revealed that about 40.8% of the respondent agreed and 20.0% of the respondent strongly agreed on the presence of established and maintained good employee and management relationship in the HT. on the other hand 8.2% were undecided and 8.7% and 18.4% strongly disagree and disagree respectively. From this, we can understand that there was good relationship between employees and management of HT. The mean values that established and maintained good employees and management relationship is 3.53 which has moderate value with standard deviation of 1.275.

Respondent were also asked whether management provide freedom to employees to express their opinion. About 35.2% of the respondents agreed and 32.7% strongly agreed on freedom to employees to express their opinion. In addition, 4.6% of the respondents were undecided, 6.6% of them disagreed and 20.9 % strongly disagreed. Depend on this 68% of respondent express their agreement on the provision of freedom to employees to

express their opinion in the organization, with mean value of 3.66, which has moderate value with standard deviation of 1.304.

Regarding the third question, the respondent were asked whether the management of HT share responsibility. About 39.8 % of respondent agreed and 30.1% of respondent strongly agreed, 5.6% were undecided and 10.2% and 14.3 were strongly disagreed and disagreed respectively. From this data we conclude that almost 70% of respondent were confident on responsibility sharing by HT management .The mean value HT management share responsibility is 3.65 which has moderate value with standard deviation of 1.317.

Regarding the fourth question, the respondent were asked to show whether or not management of HT provide relevant and current information to employees on time. 39.3% and 31.1% of respondent agreed and strongly agreed respectively, 12.2% were strongly disagreed, while 3.6% of them were undecided. Thus the majority of respondent nearly 71% agreed on relevant and current information is provided to them. The mean value for this item is 3.63 which has moderate value with standard deviation of 1.369.

Regarding the fifth question, the respondent were asked to show their agreement, whether the management of HT accept decision made by employees independently. About 46.4% agreed, 34.2% strongly agreed, 4.1% were undecided and 4.1% and 11.2% were strongly disagreed and disagreed. Thus we conclude that there is good practice in accepting decision made by employees. The mean value that accept decision made by employees is 3.95% which has moderate value with standard deviation of 1.097.

Respondent were also asked whether the management of HT explaining to employees what is expected from them.35.7% agreed, 35.2% strongly disagreed, 10.2% of them were undecided, 6.6% and 12.2 % strongly disagreed and disagreed. This response shows 71% of respondent approve that, management of the HT explain to them what is expected from them. The mean value for this item is 3.81 which has moderate value with standard deviation of 1.229.

Regarding whether the management of HT allow team work and group activities.41.8% of them said agreed, 31.1% strongly agreed, 8.2% of them were undecided, while 5.6% and 13.3% strongly disagreed and agreed respectively. This shows team work and group activities was allowed by management of HT, with mean value 3.80 which has moderate value ,with standard deviation of 1.181.

The eighth question was whether the management of HT provide knowledge development and training to provide skill in group decision and problem solving .The response shows ,34.2% agreed ,37.8% strongly agreed,9.2 of the were undecided, while 7.1% and 11.2% strongly disagreed and disagreed respectively. The mean value for this item is 3.84 which has moderate value with standard deviation of 1.245.

The ninth question were refer that the presence of rewards and recognition designed to encourage employees to obtain information, adds skill, take more decision responsibility. About 33.7% of the agreed and 34.7% of them strongly agreed. On the other hand 11.2% of them were undecided, 12.2% of them strongly disagreed and 8.2% disagreed. Thus we can understand that the presence of rewards recognition designed to encourage employees to obtain information ads skill, take more decision making responsibility in the organization with mean value 3.70 which has moderate value with standard deviation of 1.345.

The final question raised for respondent whether management of HT providing different types of employees participation such as suggestion boxes, teams briefing etc. The response shows 48.0% of respondent said that agree, 30.6% of them said strongly agree, 8.7% and 12.8% of them strongly disagree and disagree respectively. Almost 79% of respondent agreed on the were different types of employees participation .with mean value 3.79 which has moderate value with standard deviation of 1.249.

The total calculated grand mean score respondents (M.V=3.74; S.D=1.261) reveals that the mechanism employed by management to ensure employees participation in decision making process under study was moderate.

Results obtained from some documents indicate that management try to create conducive environment for PDM. The mechanism were found by researcher was such as, publications, training manuals, appreciation letters and notice letters, suggestion boxes/books and briefs, which was supports the finding of above.

The researcher also conduct interview with higher management regarding with mechanism employed to participate employees in decision making process in HT. The specific question were raised for them was; Is it management strategy to consider employees opinion in any decision that matter in the organization and how employees encouraged to involve in decision making as whole. They were said employees highly encouraged to participate in any decision making process either individually or as group (other than very confidential and reserved for management by company policies).Overall the expression of officials in this regard agree with the finding.

4.3.3. Challenge associated with employee PDM in HT

The quality of participative decision making is challenged by different situational factors. According to Marchinton and Armstrong (1984), cited by Muragize (2004), the challenges associated with employees participation in decision making, among them lack of contribution rest more with management being either Unwilling or unable to allow employees any realistic involvement in participation system. Managers may consider themselves to be better at decision making than their subordinates, or they may feel that subordinates have no right to exercise influence over decisions or disrupt traditional prerogative. Ali and Manchungwa (1992) in their study mention the following challenges of participative decision making process, inadequate understanding among the workers of their new roles in the management and business operations of their company and there was a lack of interest ,initiative and initiation and continued support for participation.

To identify the challenges found in selected sample study districts, the researcher taken nine (9) major challenges from literatures and the challenges of participation in decision making were identify by taking inconsideration the respondents' perception of the selected district for this study in Hidasie telecom and trying to determine whether or not certain factors and organizational situations are perceived by respondent as challenges to

participation in decision making process. To measure this, respondents were asked to express their extent of agreement the linkert scale ranging from strongly disagree, disagree, Undecided, Agree and strongly agree, about each of the suggested factors and organizational situation. The results is summarized in the table 4.5 below.

Table: 4.5. Perception of respondents regarding Challenges associated with employee Participation in decision making.

No	Items	Sat.						M	SD	
			SDA	DA	UnDD	A	SA			Total
1	Employees low level of concern/willingness.	F	56	40	34	38	28	196	2.70	1.427
		%	28.6	20.4	17.3	19.4	14.3	100		
2	Lack of trust between employees and management.	F	47	64	38	31	16	196	2.52	1.242
		%	24.0	32.7	19.4	15.8	8.2	100		
3	Lack of Management Commitment to involve	F	22	49	51	43	31	196	3.06	1.247
		%	11.2	25.0	26.0	21.9	15.8	100		
4	Employees' beliefs that decision making is not their responsibility.	F	67	46	8	43	32	196	2.63	1.532
		%	34.2	23.5	4.1	21.9	16.3	100		
5	Managers' beliefs that decision making is their sole responsibility.	F	27	38	19	71	41	196	3.31	1.363
		%	13.8	19.4	9.7	36.2	20.9	100		
6	Lack of participative management style or culture in organization.	F	82	64	-	29	21	196	2.20	1.395
		%	41.8	32.7	-	14.8	10.7	100		
7	Lack of available resource (time, information, materials, etc.)	F	71	64	2	32	27	196	2.39	1.458
		%	36.2	32.7	1.0	16.3	13.8	100		
8	Fear of taking risks by	F	90	74	24	8	0	196	1.74	0.827

	employees themselves.	%	45.9	37.8	12.2	4.1	-	100		
9	Managers concern of their power and authority is weakened.	F	38	24	58	49	27	196	3.02	1.307
		%	19.4	12.2	29.6	25.0	13.8	100		
Overall/Grand Mean			56	51	26	38	25	196	2.62	1.311
			28.34	26.27	13.26	19.49	12.64	100		

Key: F= Frequency, SDA= strongly disagree, DA= Disagree, UnDD= Undecided, A= Agree, SA = Strongly Agree, M= mean and SD =Standard deviation

Table 4.5. Deals with employees’ response in each item concerning the challenges associated with participative decision.

For item one, the respondents were asked whether agree or not employees low level of concern/willingness to participate in decision making affect PDM. The finding indicate that ,about 49% of respondent were strongly disagree and disagree on the presence of employees low level of concern/willingness of employees as a factors affection PDM. While 19.4% and 14.3% of the respondent agree and strongly disagree respectively the presence of low concern of employees for PDM. The mean value were 2.70 below moderate value, with standard deviation of 1.427.This indicate that respondent were agree that employees’ low level of concern /willingness is not a challenge that affect PDM process in HT.

Concerning lack of thrust between employees and management as a challenge for PDM. The response shows that, 24.0% and 32.7% of respondent strongly disagree and disagree about the lack of trust between employees and management as a challenge for PDM. While 15.8 % and 8.2% of them believe that there was lack of trust among employees and management. This revealed that respondents agree on there was no lack of trust between employees and management with mean value 2.52 which has below moderate value with standard deviation of 1.242.

The respondent were also asked whether lack of management commitment to involve affect the PDM. The larger number of respondents (37.7%) accept the fact that lack of management commitment to involve was affect PDM. On the other hand 11.2% and 25.0% of them were strongly disagree and disagree on the existence of lack of

management commitment to involve. The mean value of this item is 3.06 which has moderate value with standard deviation of 1.247. Thus we conclude that lack of management commitment to involve was one of impediment for PDM practice in HT.

Item four, respondent were asked to show their level of agreement whether or not employees beliefs that decision making is not their responsibility is one factors affection PDM in the organization. The response shows 35.2% of them were strongly disagree, 23.5% of them were disagree. On the other hand 21.9% and 16.3% of them were agreed and strongly agree on employees belief the decision making is not there responsibility which has strong influence on PDM process. In overall 59% of respondent stand in the opposite side than employees belieas that decision making is not their responsibility, thus it was not considered as challenge in PDM practice of HT. The mean value of this item 2.63 which has below moderate value with standard deviation of 1.532.

Respondent were also asked whether or not on Mangers beliefs that decision making is their sole responsibility, the response reviled that about 57% of respondent agreed that Management beliefs that decision making was their sole responsibility and 13.8% and 19.4% of the respondent strongly disagree and disagree. From this finding we can conclude that, the management beliefs that decision making is their sole responsibility was affection decision making process in HT. The mean value of this item is 3.31 which has moderate value with standard deviation of 1.363.

In the case of Lack of participative management (PM) style or culture in organization, the response shows that, about 76% of respondent disagree on lack of PM style or culture in organization is as factors affection PDM in HT. However 14.8% and 10.7% of the respondent agree and strongly agree respectively. Thus Lack of PM style or culture in organization is not challenge for PDM in HT, with the mean value 2.20 which has below satisfactory value with standard deviation 1.395.

Regarding seventh item, the respondent were asked whether or not lack of available resource considered as factors affection PDM in HT. Most of them (69%) believe that it was not and 30% of them were agreed on lack of available resource was factors affection PDM practice in HT. The mean value of the item was 2.39 which has below satisfactory value with standard deviation of 1.458.

The respondent were also asked whether agree or not about fear of taking risks by employees themselves was affect the PDM. Almost all respondent disagree on the fear of taking risk by employees themselves was not factors affection PDM in HT. The mean value of the item is 1.74 which has very poor value with standard deviation 0.827.

Finally the respondent were asked to show whether they agree or not on managers concerns of their power and authority is weakened. About 39% of respondent agreed and strongly agreed that the concern of managers their power and authority is weakened was one the challenge of PDM in HT. While 31% of the respondent were disagree and strongly disagree. From this it possible to conclude that the managers concern of their power and authority is weakened were the other challenge of PDM process in HT. The mean value of this item was 3.02 which has moderate value.

Further the respondents were asked to add if there is other challenges related to employees' participation in HT. Most of respondent provided the challenges they perceive that hinder the practice of participative decision making, however there only the matter of expression that item proved in the questioner part.

But some respondents were give other challenges which can deter the PDM process in the origination. The following were among others, ignorance of employees input in some cases, Work load (busy schedule), lack of leadership quality, Redundancy of agenda, much of criticize (disapproval), and lack of to the point discussion, lack of mutual understanding, decision passed based on intimacy/biasness/ were raise by respondent.

4.3.4. The effect of PDM in improving employees' commitment towards organizational goal.

There are many evidences that shows Participative decisions making increase employees commitment towards organizational goal. According to Ward et.al (1977), indicate that participative decision making has a clear link with employee commitment. Thus the higher level of employee participation is associated with higher level of employee commitment towards organizational goal. It is observed that employees' commitment to the organization is strong among those whose leaders allow them to participate in decision making (Bhatti, Nawab and Akbar, et al).Participative decision making also

create a feeling of belonging and pride and hence increases their commitment with the organization.

For the purpose of assessing the effect of participation in decision making in decision making in improving employees commitment towards organizational goal there were 13 question presented. The questionnaires were standard behavioral question to evaluate employees' commitment and the researcher customize questions to fit the research. To this end, the respondents asked their opinion whether they become committed towards organizational goal with the practice of participation in decision making within the organization.

Table.4.6. Respondents' perception on the effect of PDM in improving employees Commitment towards organizational goal.

No	Items	Sta.	Response rate						M	SD
			SDA	DA	UnDD	A	SA	Total		
1	PDM positively affects the way I do my work.	F	-	-	5	118	73	196	4.35	0.528
		%	-	-	2.6	60.2	37.2	100		
2	PDM enables me to share responsibility with the managers for success of HT goal.	F	3	2	17	95	79	196	4.25	0.780
		%	1.5	1.0	8.7	48.5	40.3	100		
3	PDM increase my sense of belongingness by boosting my commitment, thus leading to increase my productivity to HT.	F	0	4	18	98	76	196	4.26	0.706
		%	-	2.0	9.2	50.0	38.8	100		
4	I am willing to put in a great deal of effort beyond that normally expected in order to help HT to be successful	F	7	5	21	85	78	196	4.13	0.957
		%	3.6	2.6	10.7	43.4	39.8	100		
5	I am proud to tell others	F	6	10	12	91	77	196	4.14	0.959

	that I am part of HT.	%	3.1	5.1	6.1	46.4	39.3	100		
6	I would accept almost any type of job assignment in order to keep working for this organization.		0	2	19	97	78	196	4.28	0.678
			-	1.0	9.7	49.5	39.8	100		
7	This organization really inspire the very best in me in way of job performance.		0	0	14	103	79	196	4.33	0.605
			-	-	7.1	52.6	40.3	100		
8	I would be very happy to spend the rest of my career in HT.		-	8	19	94	75	196	4.20	0.777
			-	4.1	9.7	48.0	38.3	100		
9	For me HT is the best of all possible organization for which to work.	F	1	6	19	93	77	196	4.22	0.783
		%	0.5	3.1	9.7	47.4	39.3	100		
10	I am satisfied with my working conditions in HT.	F	-	11	17	94	74	196	4.18	0.813
		%	-	5.6	8.7	48.0	37.8	100		
11	Employees are trusted to make decision about their work process so that they can improve performance quickly to the HT.	F	2	1	20	88	85	196	4.29	0.753
		%	1.0	0.5	10.2	44.9	43.4	100		
12	Employees are organized so teams can work together with the common objectives of improving HT goal	F	-	-	17	104	75	196	4.29	0.618
		%	-	-	8.7	53.6	37.8	100		
13	I am satisfied as to how my co-works get along with each other.	F	-	6	21	91	78	196	4.23	0.760
		%	-	3.1	10.7	46.4	39.8	100		

Overall/Grand Mean		2	4	17	96	77	196	4.24	0.673
		0.7	2.2	8.6	49.2	39.3	100		

Key: F= Frequency, SDA= strongly disagree, DA= Disagree, UnDD= Undecided, A= Agree, SA = Strongly Agree, M= mean and SD =Standard deviation

Regarding analysis of the response of respondent, the mean value and standard deviation were considered for each of the question of commitment. From this we can understand that the highest mean value was 4.35 for the questions that, PDM positively affects the way I do my work, with standard deviation 0.673, this is the highest determinant factor of commitment, whereas the minimum mean value but the still the highest mean value was 4.13 for the question that, I am willing to put in a great deal of effort beyond that normally expected in order to help HT to be successful, with standard deviation 0.957.

The total calculated grand means value score of all questions to evaluate commitment is 4.24 and with standard deviation of 0.673. From this it is possible to conclude that PDM has high effect on employees' commitment in Hidasie Telecom (HT).

The finding of this study is in agreement with that of previous research by Wilkinson and Dundon, 2010. Their study also argue that participative decision making create a psychological ownership and attachment towards the organization and enhance employee commitment.

Mutambara et.al (2016) also find that participation of employees in decision making process and their involvement in organization change plans and goals setting have positive impact on the employees' commitment towards the organization. Involving employee participation leads to higher employee performance and organizational commitment in general.

Similarly, Abdulai and Shafiwu (2014) found that allowing all employees to participate in decision making is best and help increasing commitment level of employees as well as promoting creativity and innovation in the organization .In the study, Employees were of the view that they want to be part of the team in the organization with regards to short term participation, even though the time involve for the participation of employees is limited, employees feel committed since they are recognized.

Analysis of the Correlation between PDM and Employees' Commitment

The following represents the variables labels used in analysis part.

EEPDM: - Extent of Participative decision making.

MPDM: - Mechanism employed by management for participative decision making.

ChPDM: - Challenges associated with participative decision making.

EfPDM: - Effect of participative decision making on Employees commitment.

Correlation analysis were used to know the relation among the variables of the study namely; Extent of participative decision making, Mechanism employed by management for participative decision making, Challenges associated with participative decision making and Effect of participative decision making on Employees commitment and to provide reliability analysis of the instruments. The results of correlation analysis as shows below;

Table 4.7 Results of Correlation between EEPDM, MPDM, ChPDM and EfPDM.

		EEPDM	MPDM	ChPDM	EfPDM
EEPDM		1			
MPDM	Pearson Correlation	.889**	1		
	Sig. (2-tailed)	.000			
	N	196	196		
ChPDM	Pearson Correlation	-.987**	-.883**	1	
	Sig. (2-tailed)	.000	.000		
	N	196	196	196	
EfPDM	Pearson Correlation	.868**	.900**	-.853**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	196	196	196	196
** . Correlation is significant at the 0.01 level (2-tailed).					
* .Correlation is significant at the 0.05 level (2-tailed).					

The result from table 4.7 indicates the correlation matrix for the extent of participative decision making, mechanism employed by management for participative decision making, challenge associated with participative decision making (Independent variables)

and effect of participative decision making in improving Employees commitment (dependent variables). All variables are significant at 1% level of significance. The results shows that the extent of participative decision making and mechanism employed by management for participative decision making Significant, positive and strong correlation with dependent variable effect of participative decision making on employees commitment as expected with values 0.868 and 0.900 respectively and which also shows that mechanism of participative decision making employed by management strongly correlated with employees commitment. Whereas the challenge associated with participative decision making correlated with employees' commitment significant, negative and strong. Which means that, when there is high level of challenge the commitment of employees is decrease and vice versa.

Analysis of Regression

Table 4.8 Regression results for Extent, mechanism and challenges of participation and employees commitment.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.913 ^a	.834	.831	3.86271	.834	321.525	3	192	.000

a. Predictors: (Constant), EEPDM, MPDM, ChPDM

The model summary revealed that, the value of R for the model between the extent of participation, mechanism of participation, challenge of participation and employees' commitment was 0.913 and the value of R Square for the model is 0.834. The adjusted R square for the model is 0.831 and the model standard error of the estimate is 3.8671.

The above analysis shows that Employees commitment significantly affected by extent of participation, mechanism of participation, and challenge of participation in Hidasie Telecom Share Company, R square is 83.4 % with the level of 95% confidence level.

The value of adjusted R square is 0.831 that means that out of total 83.1% variation in the employees commitment is explained by the extent of participation. Mechanism of participation and challenges of participation.

Table 4.9. Model fitness for Extent, mechanism and challenges of participation and employees commitment.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14391.970	3	4797.323	321.525	.000 ^b
	Residual	2864.739	192	14.921		
	Total	17256.709	195			
a. Dependent Variable: EfPDM						
b. Predictors: (Constant), ChPDM, MPDM, EEPDM						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.380	.959		32.725	.000
	EEPDM	.536	.170	.583	3.147	.001
	MPDM	.473	.049	.619	9.620	.000
	ChPDM	-.324	.151	-.369	-1.484	.003
a. Dependent Variable: EfPDM						

Predicted in (employees commitment) = 31.380+.536(EEPDM) +.473(MPDM) - .324(ChPDM).

The above ANOVA table indicate that the overall fitness of the model and F statistics of 321.525 shows that our model is good fit at 5% level of significance. The sum of Squares and Mean Square regression model is 14391.970 and 4797.323 respectively. The Residual sum of squares is 2864.739 with a mean square of 14.921 and the total sum of square of model is 17256.709.

The coefficients table revealed the effect/relationship between extent of participation in decision making, mechanisms of participation in decision making, challenges of participation in decision making and Employees commitment towards organizational goal.

The result shows that the extent of participation in decision making and mechanism of participation in decision making has 53.6% and 47.3% positive effect respectively on the employees' commitment this effect or relationship is significant at 5% level of significance. Whereas the challenges of participation in decision making has 32.4%,

negative effect on the employees' commitment towards the goal of organization the relationship this effect is significant at 5% level of significance.

Chapter Five: Summary of Major Findings, Conclusion and Recommendations

The Above preceding chapter dealt with the presentation, analysis and interpretation of data collected /obtained through questionnaire, interview and documents analysis instruments. This chapter presents a brief summary of the research findings, conclusions and Recommendation with respect to the research statement of problem is presented.

5.1. Summary of Major Findings

This study aims to investigate “The role of participative decision making in improving employees commitment towards organizational goal” with the view to answer the following basic research questions.

- 1) To what extent do employees participate in decision making process in Hidasie Telecom Share Company?
- 2) What mechanisms are employed by the management of Hidasie Telecom Share Company to ensure employees participation in decision making process?
- 3) What are the effects of employees’ participation in decision making on their commitment towards organizational goal?
- 4) What are the challenges associated with employees’ participation in decision making?

Considering these main research question the researcher use both qualitative and quantitative data analysis method, these methods included questionnaire, interview and document analysis to get the answer for research questions. The researcher used purposive sampling method to select study area and Simple random technique to drawn respondents.

The collected information were organized, coded and analyzed by using descriptive statistics such as mean, standard deviation by computer program called Statistical package for social Science (SPSS) Version 21.

The analysis of collected data revealed the following findings.

- The demographic information of the respondents and the analyzed data revealed that, there was no wide proportion variation between Male and female of the sample population. With regards to age distribution the majority of respondent were within the range of 25-35. This reveals that the participants were very young and in productive age range. The qualification of respondents, the large portion (73.5%) was First degree holder. Thus the study has revealed that most of the respondents were educated and know what to respond to our case and it is argued, good opportunity to Hidasie Telecom. In case of experience 58.2% of respondents in the organization were above 5 years. This indicates that the respondents were well-known the organization and have rich experience to explain the situation of organization.
- The extent of employees' participation in decision making under the sample study was found below moderate, this finding answers research question one. This is because of the fact that in overall 54.2% (22.4%+31.8%) of respondents have agreed low extent of participation in decision making. The total calculated grand mean (M.V=2.65; S.D=1.308) score of respondents reveals that the extent of participation in decision making in selected district of HT was below moderate value.
- Regarding the mechanism employed by the management to ensure employees participation in decision making process was moderate in general, this finding answers research question two. That is management establish and maintain relationship with employees, provide freedom to employees to express their opinion, share responsibility, provide relevant and current information to employees on time, accepting decision made by employees independently, allowing team work and group activities, provide knowledge development program and recognition design to encourage participation, as well as the management provide different mechanism of employees participation were found satisfactory. This is because of the fact that in overall 71.5% (

39.5%+32.0%) of the respondent agreed that there was sensible mechanism to participate employees in decision making processes. The Total calculated grand mean (M.V= 3.74; S.D=1.261) score of respondents reveals that the mechanism employed by management to participate employees in decision making at selected districts of HT was moderate.

- Concerning the challenges associated with employees participation in decision making, the analysis results revealed that the following factors as major challenges to employees participation in decision making; Lack on management commitment to involve, managers beliefs that decision making is their sole responsibility and managers concerns of their power and authority is weakened, this finding answers research question four. Moreover, the analysis of open ended question indicated that ;Ignorance of employees input in some cases, work load, Lack of leadership quality, redundancy of agenda, much of criticize(disapproval),lack of to the point discussion, lack of mutual understanding and decision passed in some cases on intimacy(biasness) were some of the challenges that affect participation in decision making.
- Almost all respondents think that the practices of participation in decision making significantly affect their commitment towards the organizational goal, this finding answers research question three. According to the study respondents strongly believe that participative decision making positively affect the way they do their work, enables them to share responsibility with the managers for the success of Hidasie Telecom goal and increase their sense of belongingness which leads to increase productivity to Hidasie Telecom. The respondent also confirm that participation in decision making is trusted them to make decision about their work process so that they can improve organizational goal performance to Hidasie Telecom. This is because of the fact that in overall 88.5 %(49.2%+39.3%) of the respondent agreed that there was very high effect of participation in decision making in improving employees commitment.

The Total calculated grand mean (M.V= 4.24; S.D=0.673) score of respondents reveals that the effect of participative decision making on employees commitment towards organizational goal was very high.

5.1. Conclusion of the Study

The following conclusions were drawn based on the findings:

- The extent of employees' participation in selected district was found that below moderate value. This shows that due attention was not given to employees contribution on organizational goal success. This may affect the overall effectiveness of organization and the commitment of employees in particular.
- As we understand from the findings the mechanism employed by management to participated employees was found moderate. So the mechanism in these selected district should advance or progressed (diversified) to highest level to get the highest level of employees' commitment towards organizational goal.
- Regarding the challenges associated with employees' participation in decision making, the study discloses that most of the challenges raised from poor or reluctance management role of the selected district management. This might be some management have not leadership quality and beliefs that decision making is their sole responsibility. For the reason, they have failed to participate employees in decision making process.
- The study examines the effect of participative decision making on employees commitment. The findings provided that participative decision making has positive impact on employees' commitment towards organizational goal. This demonstrates the importance of participatory decision making to enhance employees' commitment to accept and work for success of organization goal and strategies. Thus, the organization need to pay attention and keep to it.

5.2. Recommendation of the Study

Based on the major findings, the following recommendation is sought to any concerned bodies to avoid the problems related to participation decision making.

- ❖ Employees need to be high extent of participation in decision making process in the organization, to enhance their commitment towards organizational goal. In order to increase the extent of participation correctly practiced in the organization, the

managers allowed and give autonomy to employees to participate in decision making. Especially managers ought to;

- ✓ Provide meaningful participation in decision making concerning to their work and issue of strategic importance for the organization as whole.
 - ✓ Provide proper training on the right, duties and responsibility of employees in any areas of decision making and participate them to bring overall success of organizational goal and as well as to enhance their commitment.
 - ✓ Establish a collaboration relationship between employees and managers in which they can share their ideas and learn from each other concerning organization issues.
 - ✓ Managers identify clearly areas and level of employees' participation in the hierarchy of the organization and accept and include the ideas /opinion/ of employees on the matters under ought to be decided. Employees should be entitled to the right to expressing their own opinions in the matters that affect them directly.
 - ✓ Managers should understand the opinion of employees on certain decision before they are ultimately made, this is prevent potential tensions and resolve if any conflicts in the organization.
- ❖ The mechanism employed by management to participate employees in decision making in selected district looks in the study above average. This shows that it needs improvement and reaches to the expected level. To do this managers invite employees to take part in organizational decision making through different mechanism of participation in decision making, among them;
- ✓ The managers facilitates the conversation between employees and managers and as well as among employees.
 - ✓ The managers openly share information and knowledge necessary for participative decision making.
 - ✓ The managers encourage employees to share their ideas and produces all the available information and solutions suggested by the employees.

- ✓ The managers come up with the best possible solution and communicate it back to the employees.
- ❖ As shown in the study, the observed extent of employees' participation in decision making is hindered/obstacle/ by several challenges. So the organization takes the following measures to avoid the challenges associated with participation in decision making:
 - ✓ Employees are refreshed to demonstrate a positive attitude towards participation in decision making and to accept the responsibility of greater participation in management decision making.
 - ✓ Enlightenment program for employees on their right to take hold of the opportunity of participation in decision making.
 - ✓ Liberalizing management structure so as to allow for greater participation in decision making, which means that management should be committed and have strong belief that there is a critical contribution of employees in decision that matters.
 - ✓ Provision on monetary and other incentives for employees to encourage them to sustain the current interest in participation.
- ❖ Hidasie Telecom should maintain the existing participation in decision making practices and further improve the present employees' participation in decision making for the future in order to excel in employees' commitment towards organizational goal by increasing the frequency and degree of employees' participation in decision making.
- ❖ Finally, future research on participation decision making process within Hidasie Telecom or in any other organization should focus on the followings:
 - ✓ It is better to use techniques of study such as focus group and participant observation and carried out with a more sample to provide a deep insight since the researcher sample was small and dictated by time and resource at hand.
 - ✓ The future research should examine the role of different types of participation such as financial and indirect participation on the employees' commitment.

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Appendix

Appendix A

Addis Ababa University

College of Business and Economics

Department of public Administration and Development Management.

Questionnaire Filled by Selected Employees of HT

Dear Respondent,

I am a student at Addis Ababa University. As partial Fulfillment of the Master in public management and policy courses, Preparation of theses report is required.

To this end, I am conducting a research on the **Role of participative decision making in improving employees commitment towards organizational goal**. The objective of my paper is to analyze the practice and process of participative decision making at your district offices and seek ways what a successful participative decision making look like.

As part of this research, I kindly request you to be the research participant considering your valuable knowledge about the participative decision making. Your answer will be kept strictly confidential and will be used only for the academic purpose.

INSTRUCTIONS: Please read each statement carefully and decide if you ever felt this way about your work and work environment. Please aware that there is no right or wrong answers. You have to give your own opinion about each item. Please circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement. **NO NEED TO WRITE YOUR NAME.** Please contact me if you have any question through my cell phone: - 0929-44-41-41.

Thank you for taking the time to assist .It is appreciated.

Part one-Demographic Information.

1) Could you please indicate your position within the organization by ticking one the following employee categories.

- a. Sales person
- b. Administration/Clerical staff
- c. Supervisor
- d. section head Manager
- e. District Manager

2) Please state your age group (by ticking one box only).

- a. Below 25
- b. 25- 35
- c. 36- 45
- d. 46- 55
- e. Above 55

3) Please indicate whether you are male or female.

- a. Female
- b. Male

4) Could you please indicate your Qualification?

- a. Below diploma
- b. Diploma
- c. First Degree
- d. Second Degree and Above

5) Please State your total service year in the organization.

- a. 1- 2 years
- b. 2- 5 Years
- c. Above 5 years

Part Two- Questions pertaining to Extent of employee participation in decision making.

Direction: The following items are some of the decision areas in which employees expected to be participate. Please indicate the extent of employees’ participation in decision making individually or as a group in your organization. *Indicate your answer by circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement.*

KEY: (1) Very Low; (2) Low; (3) Medium; (4) High; (5) Very High

Extent employees' participation in decision Making.						
1	Participation to sets organizational mission, Vision and Values.	1	2	3	4	5
2	Participate in Planning the organization activities and preparing organizational budget.	1	2	3	4	5
3	Determining the mechanism of Controlling and supervising plan implementation.	1	2	3	4	5
4	Participation in decision Concerning organization policy, rules and regulations and the way to be applied and executed.	1	2	3	4	5
5	Employees' participation in decision concerning employees' affaire and disciplinary problem.	1	2	3	4	5
6	Extent of participation on issue relating to their work to influence managerial decision.	1	2	3	4	5
7	Extent of participation to decide on issues of strategic importance for the organization as a whole.	1	2	3	4	5
8	Decision concerning with implementation of strategic decision such as acquisition and deployment of resource, allocation of duties and specification of secondary objective.	1	2	3	4	5

9) Dear respondent I kindly ask you to list out if there is other area of decision you involve in the organization on the space provided below _____

Part Three – Question pertaining to mechanisms employed by Management to ensure employees participation in decision making process.

Direction: The following are the expected mechanism that to be employed by managers to ensure employees participation in decision making process. *Indicate your answer by circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement.*

(1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree

Mechanism employed by Management to ensure employees PDM.						
1	Establishing and maintaining good employee and management relationship.	1	2	3	4	5
2	Provide freedom to employees to express their opinion.	1	2	3	4	5
3	Share responsibility	1	2	3	4	5
4	Provide relevant and current information to employees on time.	1	2	3	4	5
5	Accepting decision made by employees independently.	1	2	3	4	5
6	Explaining to employees what is expected from them.	1	2	3	4	5
7	Allowing team work and group activities.	1	2	3	4	5
8	Provide knowledge development and training to provide skills in group decision and problem solving.	1	2	3	4	5
9	Rewards and recognition designed to encourage employees to obtain information, adds skill, take more decision making responsibility.	1	2	3	4	5
10	By providing/allowing/ different type of employee participation (such as Suggestion boxes.)	1	2	3	4	5

11) If there is any other mechanism employed by Management to encourage employees PDM, in your organization, please list out below _____

Part four- Question pertaining to Challenge associated with employee participation in decision making.

Direction: The following items are expected challenges associated with employees’ participation in decision making. *Indicate your answer by circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement.*

(1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

Challenges associated with employees PDM.						
1	Employees low level of concern/willingness.	1	2	3	4	5
2	Lack of trust between employees and management.	1	2	3	4	5
3	Lack of Management Commitment to involve.	1	2	3	4	5
4	Employees' beliefs that decision making is not their responsibility.	1	2	3	4	5
5	Managers' beliefs that decision making is their sole responsibility.	1	2	3	4	5
6	Lack of participative management style or culture in organization.	1	2	3	4	5
7	Lack of available resource (time, information, materials, etc.)	1	2	3	4	5
8	Fear of taking risks by employees themselves.	1	2	3	4	5
9	Managers concern of their power and authority is weakened.	1	2	3	4	5

10) If there are any other challenges associated with employees' participative decision making in organization decision making, please list them on the space provided below.

Part Five: Question pertaining to effect of participative decision making (PDM) in improving employees Commitment towards organizational goal.

Direction: - The following items are considered as effect of participative decision making in improving employees commitment towards organizational goal. *Indicate your answer by circle your response to each statement according to the following five-point scale in terms of your own agreement and disagreement of the statement.*

(1) Strongly Disagree; (2) Disagree; (3) Undecided; (4) Agree; (5) Strongly Agree.

	Role of PDM in improving commitment towards organizational goal.					
1	PDM positively affects the way I do my work.	1	2	3	4	5
2	PDM enables me to share responsibility with the managers for success of HT goal.	1	2	3	4	5
3	PDM increase my sense of belongingness by boosting my commitment, thus leading to increase my productivity to HT.	1	2	3	4	5
4	I am willing to put in a great deal of effort beyond that normally expected in order to help HT to be successful.	1	2	3	4	5
5	I would accept almost any type of job assignment in order to keep working for HT.	1	2	3	4	5
6	I am proud to tell others that I am part of HT.	1	2	3	4	5
7	HT really inspire the very best in me in a way of job performance.	1	2	3	4	5
8	For me HT is the best of all possible organization for which to work.	1	2	3	4	5
9	I am satisfied with my working conditions.	1	2	3	4	5
10	I would be very happy to spend the rest of my career in HT.	1	2	3	4	5
11	Employees are trusted to make decision about their work process so that they can improve performance quickly to HT.	1	2	3	4	5
12	Employees are organized so teams can work together with the common objectives of improving organizational goal.	1	2	3	4	5
13	I am satisfied as to how my co-works get along with each other.	1	2	3	4	5

14) If there is other effects of participative decision making in improving employee commitment in your organization please list them on the space provided below.

15) Would you like to add any information about employees' participation in decision making in your organization? (If so, you can use the attached space or you can use separate sheet for answer) _____

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE!!

Appendix: B

Addis Ababa University

College of Business and Economics

Department of public Administration and Development Management

INTERVIEW

Procedures followed by researcher;

- Thank participant
- Introduction of researcher and research
- Explain interview process, confidentiality, and permission for recording.

This guide is used for a semi - structured interview. I used this protocol as a guide rather than a strict list of question to be covered.

PART ONE: MANAGERS INTERVIEW GUIDE

1. What is your perception of participative decision making in this organization?
2. Is it management strategy to consider employees opinion in any decision that matters in the organization?
3. Would you say that participative decision making is advantageous to this organization if so, what advantages accrue to your establishment from this employee's participation in decision making?
4. What is the main objective you intend to achieve by involving employees in the decision making process of the organization?
5. Do you think employees would be less committed if they were not involved in decision making?
6. How often employees' participative decisions are made use of in the organization and how can you rate such decisions?
7. Do you think the employees in organization fully participate in any decision making?
8. Do you think the present level of employees' participation in your organization enough to committed employees towards organizational goal?
9. Do you feel you are more efficient as a result of employee participation in decision making?
10. What type of employees' participation do you allow in your organization?
11. What do you consider as major problems with participative decision making?
12. Finally is there anything that you want to comment the employees' participative decision making practice of this organization?